

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Monday September 29 1986

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brain drain threat
to future, Page 23

No. 30,044

D 8523 B

World news

Business summary

French right's election victory

FRANCE'S main conservative parties emerged last night as the clear winners of the first major electoral contest since the victory of the right in last March's parliamentary elections. The conservative parties consolidated their majority in the Senate in yesterday's elections which involved the renewal of 120 of the 300 seats in the upper house of the French Parliament. In a separate National Assembly by-election in the Haute-Garonne, the right-wing led by Mr Dominique Baudis, mayor of Toulouse, polled 48 per cent of the vote ahead of the 37.4 per cent polled by the Socialists led by Mr Lionel Jospin, the party's first secretary, according to early computer projections. Page 2

Johannesburg blast

A grenade exploded at the entrance to a multi-racial night club in a Johannesburg suburb. A white man was seriously injured and two other people were slightly hurt.

Beirut fighting erupts

Sporadic shelling erupted in east Beirut after Saturday's battle between rival Christian militias in which at least 30 people were reported killed. Two French soldiers with the UN peace-keeping force in south Lebanon were slightly wounded by a roadside bomb. Page 2

Israel names mayors

Israel appointed Palestinian mayors in Hebron, Ramallah and El Bireh, three cities in the occupied West Bank, to replace Israelis. All are known to be pro-Jordanian moderates. Page 2

Turkish by-election

Prime Minister Turgut Ozal's conservative Motherland Party appeared likely to win a majority of 11 parliamentary by-elections in Turkey, but without an overwhelming popular vote, early results showed.

Shipping chief sacked

The head of the Soviet Merchant Marine Ministry has been removed from his post less than a month after a Soviet liner sank in the Black Sea with the loss of almost 40 lives.

Refugees turned back

Bulgaria turned back busloads of Third World refugees on their way to West Berlin by a roundabout route through Eastern Europe. Bonn had asked for Bulgarian help. Page 2

Manila peace hopes

A ceasefire of 30 days or longer proposed by communist negotiators seems to have broken a deadlock in peace talks aimed at ending the 17-year-old guerrilla war in the Philippines.

Mercenaries jailed

Briton Peter Gibbery and Frenchman Claude Chaffard were jailed for five years in Costa Rica as mercenaries fighting for the US-backed Contras against the Nicaragua Government.

Floods hit Calcutta

Torrential rains which caused widespread flooding in Calcutta killed 18 people and left 850,000 homeless. Floods in Bangladesh left 100,000 homeless and killed at least 10.

Basques fight police

Spanish riot police firing tear gas and rubber bullets fought street battles with hundreds of Basque demonstrators in San Sebastian and Pamplona. Streets were blocked as crowds tried to mark the anniversary of the execution of two Basque militants.

Australia win

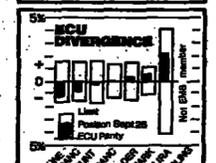
Australian golfers beat Japan 3-0 on the St Andrews Old Course in Scotland to retain the million-dollar Dunhill Cup nations championship. Each member of the winning team collected \$100,000.

TSB offer eight times subscribed

TSB Group flotation has been so heavy that applicants other than preferential ones will stand no more than a 50-50 chance of receiving shares. Page 9

EUROPEAN Monetary System

Pressure eased on the weaker members of the EMS last week following a pledge by EEC ministers to try to maintain current policies. These had been distorted by the dollar's continued decline which in



IMF forecasts 'sizable' deficit for Britain

THE International Monetary Fund (IMF) forecast yesterday that Britain faces a current account deficit next year for the first time since 1979 and that within five years the shortfall will be "sizable".

China, De Beers link in diamond venture

CHINA has signed a secret joint-venture with De Beers, the South African diamond mining and marketing group.

Peking redefines socialism in landmark guideline for reform

CHINA'S ruling Communist Party yesterday issued landmark guidelines in support of its open-door economic reform, which has recently come under fire from conservative officials.

Management: the guru factor

Management: the guru factor. Lombard: tax breaks for venture capital. Lex: IMF meeting; TSB allocation. China's natural resources: Survey. Hong Kong: Survey.

UK defence spending: tonic that failed

UK defence spending: tonic that failed. The document makes clear that the Government has no intention of changing the "open door" policy, but embodies the conservatives' concerns that ideological study has been allowed to lapse and that the side-effects of the "open door" such as prostitution and pornography need to be tackled with greater vigour.

French economy: hard climb to higher growth

French economy: hard climb to higher growth. The document pledges that the Government will continue to introduce reforms and will tackle the sensitive question of political reform, which has been raised in recent months, though the kind of reform the Government has in mind has not been clearly defined.

UK defence spending: tonic that failed

UK defence spending: tonic that failed. Several other politically sensitive issues were touched on including the policy of allowing some Chinese to get rich more quickly than others, a policy that the document says will stay in place. Conservative leaders are known to be unhappy that some individuals and some regions of the country have left others

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Industrial countries fail to agree on exchange rate plan

BY STEWART FLEMING AND PHILIP STEPHENS IN WASHINGTON. FINANCE ministers and central bankers of the major industrial countries sought yesterday to play down their differences after failing to agree during 10 hours of talks on Friday and Saturday, on immediate action to stabilise exchange rates or reduce interest rates.

They were talking before the opening in Washington tomorrow of the annual general meetings of the International Monetary Fund and the World Bank. European central bankers tried to minimise the risks of a turbulent reaction in financial markets by suggesting that they and perhaps the Japanese would intervene if the dollar came under severe pressure when the foreign exchange markets open today.

The US, however, gave no indication that it was prepared to join any intervention pact and it was unclear whether European central bankers would go beyond action to preserve parities in the EMS. Mr James Baker, US Treasury Secretary, however, gave no sign yesterday that the US would sign once again to talk down the value of the dollar as it did two weeks ago.

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Nuclear policy boost for UK Labour Party

BY PETER RIDDELL, PHILIP BASSETT AND MICHAEL CASSELL. THE LABOUR PARTY conference opened in Blackpool last night in a spirit of optimism and unity not seen for many years following a compromise on the major divisive issue of civil nuclear power.

The only signals were over Labour's defence plans and a sharp exchange over tax involving Mr Roy Hattersley, the Shadow Chancellor of the Exchequer, and Mr David Blunkett, the leader of Sheffield City Council.

After lengthy wrangling the National Executive Committee agreed an approach of gradually diminishing dependence on nuclear power stations which Mr Neil Kinnock, the Labour leader, said yesterday might realistically last "up to or probably just over 20 years".

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Dealers put to test in Big Bang rehearsal

BY George Graham in London. THE City of London on a Saturday morning can usually boast nothing more agitated than a tourist who has lost the way to St Paul's Cathedral.

Over the weekend, however, adrenalin was pumping in dealing rooms around the City as the players in the gilt-edged government bond market tested their computer systems and their trading skills in a full-scale dress rehearsal for the one that will follow "Big Bang" on October 27.

In the new system, the separation of stockbroker from stockjobber will disappear and the gilt market will expand to be made up of 27 primary dealers, trading with each other through the offices of inter-dealer brokers (IDBs) as well as directly with investors.

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CAPITAL LETTERS

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OVERSEAS NEWS

COURTNEY POPE (HOLDINGS) PLC

PRELIMINARY STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MAY 1986

The unqualified audited results for the financial year ended 31 May 1986 is as follows:

| | 1986 | 1985 |
|--------------------------------------|--------|--------|
| Turnover | 40,433 | 39,962 |
| Profit before tax | 2,488 | 2,102 |
| Taxation | 936 | 515 |
| Profit after tax | 1,552 | 1,587 |
| Earnings per 20p share (after tax) | 30.80p | 31.16p |
| Dividend (per share); proposed final | 6.50p | 5.50p |
| Making total for year | 10.80p | 8.50p |
| Total cost | 529 | 452 |
| Tax related credit | 222 | 183 |
| | 742 | 617 |

The Group result for the year to May 1986 has been conditioned by a change in our activities with a concentration on product sales as opposed to general contracting. This situation, together with the strength of the Dollar compared to last year, has resulted in marginally increased turnover on which, however, an increase in profit of 18.4% has been achieved. This improvement in profit has largely been generated in the Specialist Contracting and Electrical Divisions. Your Directors are, therefore, pleased to recommend an increase in dividend of 17.5% by a payment of a final dividend of 6.5p per ordinary share which increases the total dividend from 8.5p to 10.8p. The remainder of the Group properties have been revealed during the year resulting in a further increase in reserves of £884,000. As the Group's reserves now total £11,405,000, the Directors propose that reserves totalling £4,140,000 be capitalised by increasing the par value of each share of 20p to £1 and then subdividing each such share into two ordinary shares of 50p each. The effect of this will be that each present share of 20p each will become two ordinary shares of 50p each. The resolutions to effect this and to increase the authorised capital will be put to shareholders at the Annual General Meeting. The sales activity in the first three months of the current year is in excess of last year. Margins are being maintained and at this time there are good indications that there will be a further increase in profitability. D. H. PEACOCK, MSAID Chairman and Managing Director

Weinberger makes tough demands on arms control

BY NANCY DUNNE IN WASHINGTON

MR CASPAR WEINBERGER, the US Defence Secretary, yesterday laid down tough demands for verification procedures in any new arms-control agreements reached with the Soviet Union because of what he called the Russians' "record of cheating".

Mr Weinberger, who usually represents the Pentagon's hard-line views and not necessarily those of the Administration, also expressed doubt that the superpowers were any closer to agreement on medium-range missiles in Europe than any other weapons agreement, all of which he said have difficulties to be resolved.

In contrast, Mr Hans-Dietrich Genscher, the West German Foreign Minister, said yesterday the superpowers were closer to an agreement on limiting medium-range nuclear missiles than they have ever been.

Mr Genscher made the comment on his return from New York, where he had talks with Mr George Shultz, US Secretary of State and Mr Eduard Shevardnadze, the Soviet Foreign Minister.

Medium-range missiles are under discussion in Geneva along with long-range arms and space and defensive systems. The US Administration has moved closer to the Soviet view on intermediate missiles, proposing a global limit of 200 on the total number of warheads. Of these, 100 warheads could be on American and Soviet medium-range missiles within range of Europe.

In any agreement, the US would have to insist on verification procedures on Soviet soil so "we can look into factories," Mr Weinberger said.

He spurned any acceptance of verification procedures like

those recently approved in the Stockholm conference on confidence and security-building measures and disarmament. The Soviets agreed to aerial observation of troop movements but only by outside observers flying on Russian aircraft.

Like other senior Administration officials, Mr Weinberger expressed the view that no summit could take place unless the Soviet Union "releases that innocent American held on these outrageous charges". Mr Nicholas Denfior, the journalist charged by the Russian with spying.

In an unprecedented break with secrecy, the Soviet Union at the weekend opened parts of its main nuclear test site in the Gagalin Hills in Central Asia for its first known inspection by foreigners, Reuters reports. The aim was to show that the site has fallen into disuse

Christian militia penetrates Green Line

By Nora Soutany in Beirut

AN ASSAULT by pro-Syrian rebel Christian militiamen into East Beirut from the Muslim sector this weekend shattered the notion that the Green Line dividing the Lebanese capital was impenetrable.

The fighting, the worst in Christian areas since January, left more than 30 dead and scores wounded. The thrust across a swathe of no-man's land separating Muslim and Christian areas was unprecedented since 1976.

The attack by supporters of the ousted former Christian militia commander Elie Hobeika, a close Syrian ally, was apparently repulsed.

The rival Lebanese forces militia, commanded by Col Samir Geagea, accused the chief of Syrian military intelligence in Lebanon, Brig Ghazi Kanana, of masterminding the thrust and charged the Muslim Shiite Amal militia and the pro-Syrian Baath Party of commander, Brig Kanana, as well as Amal and Baath leaders, denied the accusations.

However, it is hard to believe that Col Hobeika's fighters, expelled from Hobeika, a close Syrian ally, was apparently repulsed. The rival Lebanese forces militia, commanded by Col Samir Geagea, accused the chief of Syrian military intelligence in Lebanon, Brig Ghazi Kanana, of masterminding the thrust and charged the Muslim Shiite Amal militia and the pro-Syrian Baath Party of commander, Brig Kanana, as well as Amal and Baath leaders, denied the accusations.

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West Bank towns to get Arab mayors

BY ANDREW WHITLEY IN JERUSALEM

THREE important towns in the Israeli-occupied West Bank—Hebron, Ramallah and El-Bireh—are to be returned to local Arab government with Palestinian mayors, Israel announced yesterday.

The Israeli military-run Civil Administration for Judea and Samaria—the biblical names for the West Bank region—named three pro-Jordanian notables from the towns to replace Israeli officials.

The appointments mark the resumption of Prime Minister Shimon Peres's policy of granting a limited degree of local autonomy to the 1.5m Palestinians living under Israeli rule. The autonomy plan was suspended last March following the assassination of Mr Zafar al-Masri, the newly-appointed mayor of Nablus, the leading West Bank city.

Hebron, the second largest municipality with a population of 60,000 and a hotbed of Palestinian nationalism, has been run by an Israeli army officer since its election as mayor was deposited in 1983. The mayors of Ramallah and El-Bireh were removed from office in 1981 and 1982 respectively, in response to their criticism of the army.

Israel has consistently refused to hold elections in the West Bank or Gaza since 1976 for fear that pro-Palestine Liberation Organisation activists would be returned. It is thought that Jordan, similarly anxious to squeeze out the PLO's influence, secretly backs their stance.

All three of the men appointed yesterday are known Jordanian sympathisers. They are Dr Abdel Mejid Zir in Hebron, Mr Khalil Musa Khalil in El-Bireh and Mr Hassan el-Tawil in Ramallah.

French conservatives win electoral contest

BY PAUL BETTS IN PARIS

FRANCE'S main conservative parties emerged last night as the clear winners of the first major electoral contest since the victory of the right in last March's parliamentary elections.

The conservative parties consolidated their majority in the Senate in yesterday's elections which involved the renewal of one third or a total of 120 of the 360 seats in the upper house of the French Parliament.

In a separate National Assembly by-election in the Haute-Garonne, the right-wing list led by Mr Dominique Bénéti, mayor of Toulouse, polled 65 per cent of the vote ahead of the 37.4 per cent polled by the Socialist list led by Mr Lionel Jospin, the party's first secretary, according to early computer projections.

The results of the by-elections are a relative setback for the Socialists who had hoped to score more than the 38 per cent they polled in the Haute-Garonne in the March elections.

The Socialists are hoping to retain four of the eight National Assembly seats involved in the by-election.

Computer predictions indicated that the Socialists could win three or four seats while the right could win four or five seats. If the Socialists fail to win four seats it would represent a personal setback for Mr Jospin and his position inside the party as first secretary.

The Haute-Garonne by-election was especially awaited as a key test

of the electorate because, unlike the senatorial elections, it involved the first popular poll since last March. Senators are elected by a restricted electoral college of deputies and local councilors.

However, turnout in the by-election was disappointingly low at 35 per cent compared with a 19.8 per cent abstention rate last March. The recent wave of terrorism in Paris does not appear to have had an impact in the by-election where the National Front polled 6 per cent and the Communists 6.4 per cent, according to computer projections last night.

The victory of the conservative parties and particularly of the neo-Gaullist RPR party of Mr Jacques Chirac, Prime Minister, in the senatorial elections, had been widely expected. This is because the electoral college reflected the advances of the right in regional and local elections since 1982.

Overall, the right sees its seats increase from 211 to 229 in the new Senate, while the left drops from 102 seats to 90 seats. For the first time in the Fifth Republic, the RPC with 77 seats has become the biggest party in the Senate.

The centrist UDF coalition gained only one additional seat while the Socialists lost five seats and the Communists lost nine.

However, the Communists just managed to retain a parliamentary group in the Senate. They declined from 24 seats to 15: the minimum to form a parliamentary group.

Plan to rush refugees to Berlin foiled

BY PETER BRUCE IN NUREMBERG

WEST GERMANY appears to have thwarted a bid to rush 27,000 Third World refugees into West Berlin via communist Eastern Europe, the Foreign Ministry said yesterday, Reuters reports from Bonn.

The plan involved ferrying 600 coachloads of asylum-seekers from Turkey to Bulgaria and from there to West Berlin. Bulgarian authorities told Bonn that the first busloads had been turned back at the Turkish border and that refugees would not be allowed to cross Bulgarian territory unless they had valid West German entry visas.

Ruling coalition faces split in W. German election

BY PETER BRUCE IN NUREMBERG

A POTENTIALLY serious political problem faces Mr Helmut Kohl, the West German Chancellor, after it emerged this weekend that his Christian Democrat Party (CDU) and its Bavarian sister party, the Christian Social Union (CSU) led by Mr Franz Josef Strauss, had failed to produce a joint programme for January's general election.

At the same time, the country's radical Greens Party, torn by the possibility of having to help maintain a minority Social Democratic (SPD) government after the election, ended a chaotic conference here yesterday hopelessly divided over the prospect.

Mr Strauss made it clear in interviews at the weekend that the CSU, for the first time, would go into a federal election with a programme different from the CDU's.

It would in most respects resemble the one being drawn up by the CDU but with a number of foreign policy positions aimed at topping Mr Hans Dietrich Genscher, the Foreign Minister.

In Nuremberg, 640 Greens delegates spent eight hours on Saturday night and yesterday afternoon arguing whether to leave open until after the election the possibility of negotiations with the SPD. The election of an SPD chancellor. Hard left

Sydney protest over warships

ANTI-NUCLEAR protesters hope to disrupt today's arrival of more than two dozen foreign warships Sydney harbour, part of the Royal Australian Navy's 75th anniversary celebrations, writes Chris Sherwell in Sydney.

The protesters are planning both marches and loud demonstrations. They claim that some of the ships, including the British aircraft carrier, HMS Illustrious, pose a threat because they are carrying nuclear weapons or are nuclear-powered.

A successful disruption of the ships' arrival would draw further attention to the West's security problems in the South Pacific region.

Record Italian surplus

BY DAVID LANE IN ROME

ITALY'S trade balance enjoyed a record surplus of L1,105bn (£1,05bn) in August. Figures released by the National Statistical Institute show that the value of imports during the month was L7,315bn, against exports of L8,420bn.

August was the third consecutive month in which Italian

visible trade has registered a surplus. Exports exceeded imports by L346bn in June and L1,230bn in July. Last month's result was a significant improvement on August last year, when a deficit of L411bn was recorded.

The trade figures are reflecting a beneficial impact of cheaper oil and a weaker dollar.

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Sime Darby

Sime Darby Berhad

NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that the Eighth Annual General Meeting of Sime Darby Berhad will be held at the Regent Ballroom, The Regent of Kuala Lumpur Hotel, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia on Saturday, 18th October 1986 at 11.30 a.m. for the following purposes:-

- To receive and adopt the Directors' Report and the Accounts for the year ended 30th June 1986 and the Auditors' Report thereon (Resolution 1)
- To declare a final dividend for the year ended 30th June 1986 (Resolution 2)
- To elect the following Directors:- (Resolution 3)
 - Anand Panyarachun (Resolution 4)
 - Haroon Al Rasjid (Resolution 5)
 - Ricardo J. Romulo
- To consider and, if thought fit, pass the following Resolution as a Special Resolution pursuant to Section 129 (6) of the Companies Act, 1965:- (Resolution 6)

"That pursuant to Section 129(6) of the Companies Act, 1965, YAB Tun Tan Siew Sin be re-appointed Director of the Company to hold office until the conclusion of the next Annual General Meeting"
- To re-appoint Price Waterhouse as auditors of the Company and to authorise the Directors to fix their remuneration (Resolution 7)

Kuala Lumpur 24th September 1986

By Order of the Board
Mohamed Haji Said
Secretary

NOTE: Any member of the Company entitled to attend and vote at this meeting is also entitled to appoint one or more proxies to attend and vote in his stead. A proxy need not be a member of the Company.

April 1986

OVERSEAS NEWS

Reagan facing sanctions clash with Congress

BY STEWART FLEMING, US EDITOR IN WASHINGTON

PRESIDENT Ronald Reagan is facing a major confrontation with Congress on a key foreign policy issue following his decision on Friday to veto legislation which would have stiffened US sanctions against South Africa.

Procter & Gamble breaks ties with South Africa

PROCTER & GAMBLE, the US household products group, has become the latest in a string of big US companies to break its ties with South Africa as evidence mounts that US companies are bowing to increasing pressure from major institutional investors to divest their South African operations.

China may help build Pakistan's N-bomb

By Simon Henderson

A NUCLEAR co-operation agreement between China and Pakistan could herald, despite denials, Chinese help for Pakistan's attempts to build a nuclear bomb.

During 1982 and 1983, intelligence reports indicated a high level of co-operation between China and Pakistan. It was thought that China had provided Pakistan with the basic design of a nuclear bomb and may even have handed over some highly enriched uranium, a potential nuclear explosive.

Recent remarks by politicians reveal widely-held prejudices, Ian Rodger reports

Japan's racism blunders into the open

JAPAN'S efforts to present itself as a more cosmopolitan, less insular society received serious setbacks when, twice in the past month, Japan's political leaders have been caught making derogatory remarks about foreign people.

Japan still tries hard to prevent any intrusion into its racially pure society

When they see a foreigner, Japanese children, especially, but not exclusively in the countryside often point and say, "gaijin, gaijin." The word "gaijin" is a derogatory abbreviation of "gaikokujin", meaning "outside country person," and there can be little doubt about how small children learn to express such an attitude to foreigners.

It is difficult to think of another country in which leaders would make such remarks

Mr Nakasone is certainly conscious of the problem. He has been in the forefront of the drive to make Japanese behaviour, not only in trade, but also in human terms, more in harmony with that of the rest of the world.

Polish leader in Peking talks

BY ROBERT THOMSON IN PEKING

GENERAL Wojciech Jaruzelski, the Polish leader, arrived in Peking yesterday for talks on political, cultural and trade ties. He is the most significant East European official to visit China since the Sino-Soviet schism of the early 1960s.

Chinese leaders will be keen to discuss Moscow's drive for better relations, and are likely to use the visit as a guide to how far the Soviet Union is prepared to go to satisfy China's conditions for improved relations — the most important obstacle is Moscow's support for the Vietnamese occupation of Kampuchea.

Sino-Soviet relations show signs of improvement

BY OUR PEKING CORRESPONDENT

THE Sino-Soviet dialogue has continued to gather momentum since the announcement that formal talks will begin next year, after a nine-year lapse, on settling the long-running border disputes between the two countries.

Where do the major retailers go shopping for complete retail systems?



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Bidding for defence contract or sub-contract work? MOD CONTRACTS BULLETIN A fortnightly digest of major MoD contract opportunities. Published by the Longman Group in collaboration with the Ministry of Defence, MOD CONTRACTS BULLETIN is a new information service designed to highlight defence contract and sub-contract opportunities.

OVERSEAS NEWS

FT writers report on the problems confronting financial leaders meeting this week

Ministers aim to cut budget deficits

By Philip Stephens in Washington
FINANCE ministers of the Group of Seven industrial countries said at the weekend that they had agreed to intensify their co-operative efforts to reduce imbalances in the world economy...

Firmer line needed to cut trade imbalances

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

THE MAJOR shifts in exchange rates over the past 18 months have succeeded in partially reversing the trend towards ever larger trade imbalances between the US and Japan and West Germany...



WASHINGTON 1986

ANNUAL GROWTH RATES

Table with columns for Year (1985, 1986, 1987) and rows for Real GNP/GDP, US, Japan, France, West Germany, UK, Real domestic demand, and GNP/GDP deflator.

The imbalance between the US and Japan, in particular, however, will remain large unless the exchange rate changes are reinforced by policy action within and outside the US.

In its analysis of the medium-term outlook, the Fund says that the full beneficial impact of the dollar's depreciation may not be felt until planned reductions in the US budget deficit actually take place.

Third World attacks West over debt crisis

By Peter Montagnon in Washington

DEVELOPING COUNTRIES have registered a strongly-worded protest at the International Monetary Fund's annual meeting over what they see as the West's failure to tackle their four-year-old foreign debt crisis.

The failure to adopt a consistent and lasting solution to the debt problem not only is affecting the recovery of the world economy but makes the servicing of debt an intolerable burden.

The transfer, which takes the form of debt service payments, has protected the financial sector in developed countries but it has seriously and unnecessarily affected the productive sectors both in the debtor and in the creditor countries.

Nigeria signs IMF letter

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

NIGERIA HAS discreetly signed a letter of intent to the International Monetary Fund that would allow it to draw under SDR 650m (£300m) to back up its economic stabilisation programme.

\$300m-600m bridging loan negotiations have been slowed by official preoccupation with the more pressing debt problems of Mexico.

Peru again refuses to pay bank interest

BY OUR EUROMARKETS CORRESPONDENT

PERU HAS again refused to make interest payments to its creditor banks, raising fears that the banks may decide to disband their debt negotiating committee, led by Citibank.

Peru's currency devaluation next year will be essential as a first step to indicate Peru's intent to resume negotiations on a serious basis.

Peru set for currency devaluation next year

THE Peruvian Government will devalue the country's currency early next year and end many of the price controls that have upset businessmen.

The decision represents a sharp turn from the economic programme President Alan Garcia imposed to bring the country out of its worst economic slump in history after he took office last year.

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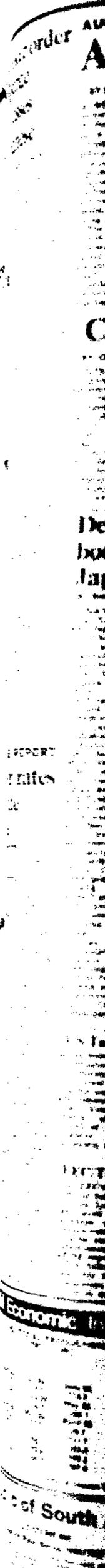
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WORLD TRADE NEWS

Tanker order upsurge bypasses Japanese

By Yoko Shibata in Tokyo
A WORLD tanker ordering boom which has not been seen for more than 15 years is bypassing Japanese shipyards.

Japanese yards have won only four orders for vessels so far this year. Three will carry liquefied natural gas to Japan from the Australian North-West Shelf—a Japanese financed project, and the other is a tanker order won by Mitsubishi Heavy Industries (MHI) from Chevron of the US.

The upsurge in the yen's value has widened the cost differential between Japanese and South Korean yards from 15 per cent last autumn to 40 per cent now.

Since the beginning of this year, 30 South Korean yards have won 30 tanker orders including four very large crude carriers (VLCCs) and five vessels on option, while Yugoslavia shipbuilders have won orders for two tankers and two product carriers.

Including those orders on option, Yugoslavian yards will be busy until 1990, while Hyundai of South Korea has enough work to last until 1988, Japanese shipbuilders, by contrast, are cutting yard facilities drastically.

Ishikawajima-Harima Heavy Industries (IHI) plans to slash its yard capacities by 60 per cent and Hitachi Zosen by 50 per cent.

These tankers order awarded to South Korean yards are at prices almost half what they were four years ago, however, and the Koreans have to buy ship equipment from Japan accounting for 30-40 per cent of the value of ship.

Some South Korean yards are reported to be negotiating with shipowners to increase prices by 10-15 per cent after they have won orders.

THE RECENT Opec agreement on reducing crude oil production remained the dominant issue in the world shipping market last week, as the decline in activity in the oilfields was reflected in reduced liftings from the terminals and a continuing easing of rates in the tanker market.

In the Gulf trade, the large ship market is on the verge of collapse, according to Galbraith's, the UK shipbroking company, with rates likely to drop to Worldscale 25 for a 250,000-ton cargo from South Arabia to North West Europe, against an option rate of Worldscale 32.5, "only a few days ago."

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The Japanese market seems likely to maintain steady demand for these sort of cargoes throughout next month, while smaller vessels also remain in demand for shorter hauls.

The tone set by the depressed tanker trade spilled over into the dry cargo market. In an exceptionally quiet trading environment, the grain rate for the US Gulf to the Continent perked up, with the fixture of a 70,000-tonner for light grains at \$8 a ton, and for the US Gulf to Japan route at \$12.25 a ton.

AUSTRALIAN CARRIER IN BID TO EXPAND

Ansett likely to run Uruguay airline

BY RICHARD HUBBARD IN CANBERRA

AUSTRALIA's major private sector domestic airline, Ansett, is the confirmed front-runner in a bid to take over the management of the Uruguayan national airline Pluma.

Winning the contract would significantly enhance Ansett's chances of becoming an international carrier in spite of Australian Government legislation which prohibits it from flying on overseas routes.

The contract with Pluma would offer Ansett control over a company with major landing rights in the US and Europe. Ansett already has a management contract with the Cook Islands International airline, which services the South Pacific, and has bulked up a major share of the US.

Canberra angry at cheap wheat for Moscow

BY CHRIS SHERWELL IN SYDNEY

AUSTRALIA, continuing its campaign against agricultural subsidies in international trade, has reacted sharply to the European Community's proposed sale of cheap wheat to the Soviet Union, announced last week.

Mr John Kerin, Primary Industry Minister, condemned the transaction as the weekend as "economic insanity." His complaints were quickly echoed by Australian grain interests. It was not clear last night

whether the Canberra Government would repeat its action last month, after the US decided to sell 4m tonnes of wheat at heavily subsidised prices to the Soviet Union.

Then, an all-party delegation led by Mr Kerin was quickly despatched to Washington. Warnings were also issued that the decision threatened to impair the security alliance between the two countries.

Last week's European action, which helps French farmers in particular, was deliberately designed to undercut the US deal that has infuriated Australians.

Basically, it comes only days after Australia and like-minded countries overcame European resistance and succeeded in putting agricultural subsidies on the agenda for international trade liberalisation.

The move came during a conference of the General Agreement on Tariffs and Trade at Punta del Este in Argentina. It was hailed as a major breakthrough for global trade reform.

Nasa to launch Indonesia satellite

By Our Jakarta Correspondent

NASA, the US space agency, is to launch Indonesia's fifth communications satellite next March, senior ministers said in Jakarta.

The launch ends earlier speculation, following President Mitterrand's state visit to Indonesia, that Europe's Ariane would be used.

Launch costs of Indonesia's Hughes-built satellite will be \$38m. The satellite costs \$40m. The use of a Delta rocket is markedly more expensive than the space shuttle costed at US\$18m.

However, a launch set for June was suspended along with the whole US space shuttle programme following the Challenger disaster in January.

With only one of Indonesia's satellites operational, officials have been pressing Washington for an early launch. Television and telecommunications links between Indonesia's 13,000 islands are considered a strategic imperative.

A dispute in January over US allegations that Indonesia was committing "space piracy" had threatened to throw Palapa's plans off course. Charges, put by US Government officials included illicitly tuning into signals from the two US Landsat earth mapping satellites.

Semiconductor chief denies dumping pact has boosted prices

BY TERRY DODSWORTH

MR CHARLES SPORCK, president of National Semiconductor, and one of the leading American industrialists behind the recent Japanese-American anti-dumping pact in the semiconductor industry, has vigorously denied that the agreement had led to any appreciable price increase as yet.

"I have just come from a meeting in California with large semiconductor manufacturers and systems customers and we are universally agreed that there has not been a change in prices," he said. "I believe there will be a very modest increase, probably coming in October and November."

Mr Sporck, a Silicon Valley veteran and a fierce proponent of a US industrial policy to combat Japanese expansion in the high technology industries, was speaking in London after reports of swingeing price increases for memory chips, the main semiconductor affected by the agreement.

He conceded that, inasmuch as dumping had been admitted, the agreement to make prices reflect costs would mean that prices would have to rise. But he contended that increases

should be no more than around 20 per cent from current market rates. Mr Sporck's comments contrast sharply with complaints made by various US manufacturers who buy Japanese semiconductors.

They have claimed that prices have increased by between 100 per cent and 500 per cent since the "fair market value" system was imposed on Japanese memory chips, and their objections have been taken up by the American Electronics Association.

"I would expect that prices may go up from between \$2 and \$2.50 to \$2.25 and \$3," said Mr Sporck, "but not by a factor of five or six."

Mr Sporck also announced a sourcing and technology agreement between National Semiconductor, which claims to be the largest employer in Silicon Valley, and Thomson Semiconductors, a subsidiary of the French Thomson group.

Under terms of the deal, each company will have the right to second-source its telecommunications integrated circuits from the other, and they will also jointly develop future integrated circuits for the telecommunications market.

Deng urges boost in Japan trade

By Robert Thomson in Peking

CHINA's paramount leader, Deng Xiaoping, has suggested that Japan increase its trade with China fourfold in coming years, and has taken a more conciliatory position on Japan's huge surplus in bilateral trade.

Last December, Deng issued a stern warning to Japanese officials that China had suffered two years of large deficits and that a third year would "certainly not" be tolerated.

He said then that furthering economic ties would be "impossible" unless the problem (the deficit last year was \$2bn, \$4.2bn) was solved.

But in a meeting with a delegation from the Japan-China Association on Economy and Trade, the Chinese leader said bilateral economic co-operation was a "long-term issue," and that Japan would do well to lift its China trade from 6.2 per cent of its total trade volume to 25 per cent.

According to Xinhua, the official Chinese news agency, Deng said that "China is short of what Japan has, and vice-versa," and that "from a long-term point of view Japan needs another big trading partner, and the potential one is China."

In an apparent allusion to the relatively low level of Japanese investment in China, Deng emphasised that China is short of funds, while Japan cannot find outlets for its funds.

Japanese officials should not regard China as a potential competitor, he added.

A Taiwanese delegation is in Washington to negotiate new agreements on the export of rice, steel and machine tools, and the import of US beer, wine and tobacco, AFP-DJ report.

Mr Vincent Slew, director-general of the Government's Board of Foreign Trade, said however, that he was not optimistic about the outcome.

EEC-Tokyo talks
The EEC's Assistant Director-General for External Relations, Mr Joe Loeff, will have talks next week in Tokyo with the Japanese authorities about a dispute concerning EEC exports of wine and spirits to Japan, a Commission spokesman said, AFP-DJ reports.

The talks will be the third held this year on the dispute. Discussions in April and July ended in stalemate.

SHIPPING REPORT

Tanker rates continue to ease

By Terry Dodsworth

THE RECENT Opec agreement on reducing crude oil production remained the dominant issue in the world shipping market last week, as the decline in activity in the oilfields was reflected in reduced liftings from the terminals and a continuing easing of rates in the tanker market.

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World Economic Indicators

Table showing Industrial Production (1980 = 100) for various countries (US, UK, Japan, France, Italy, Netherlands) from Aug 85 to Aug 86, with percentage change over previous year.

Source (except US, Japan): Eurostat

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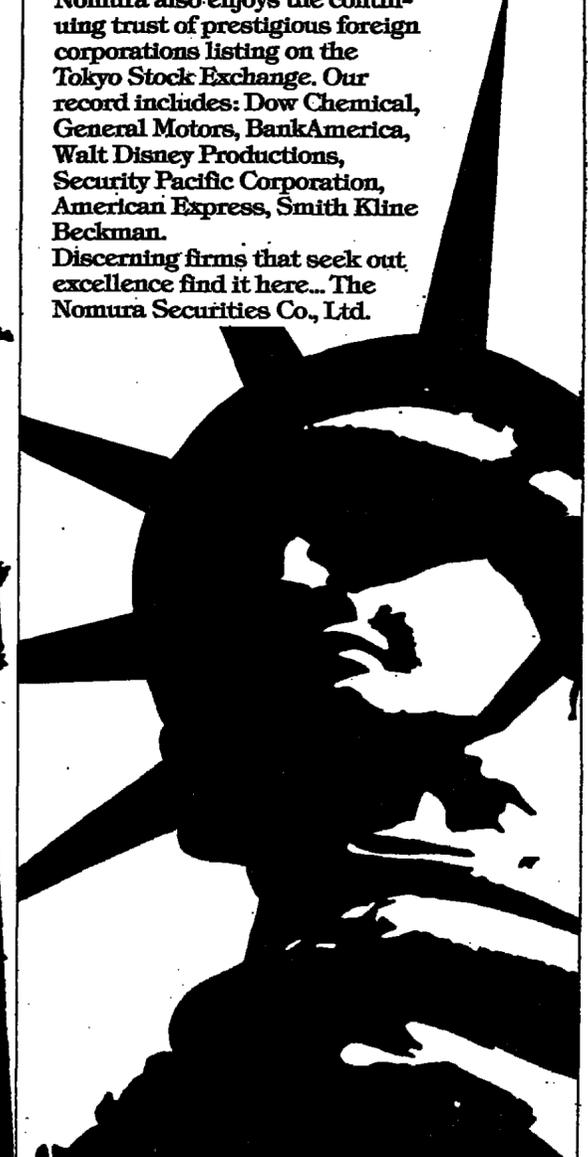
Election to membership of the London Stock Exchange last March has consolidated Nomura's key position in the world's three most influential financial centres - New York, Tokyo and London. Nomura's global profile has been further reinforced by Nomura International's greatly increasing dealings in the Euromarkets. Accelerating business in these markets has earned for Nomura second place in the Eurobond book-runner ranking by the *International Financing Review* for January to August this year.

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MANAGEMENT

EDITED BY CHRISTOPHER LORENZ

The guru factor

Why there are still no sure answers

Michael Dixon concludes this series by warning that it is ingrained habits of managers that frequently stifle good ideas

HEARING UPROAR from a workshop the new chief executive hurried in. A hulking foreman was shaking a worker by the throat and yelling: "One more foul-up, you rat, and I'll kick you into the street!" Horrified, the business school-educated chief told his works manager to send the foreman on an interpersonal communications course.

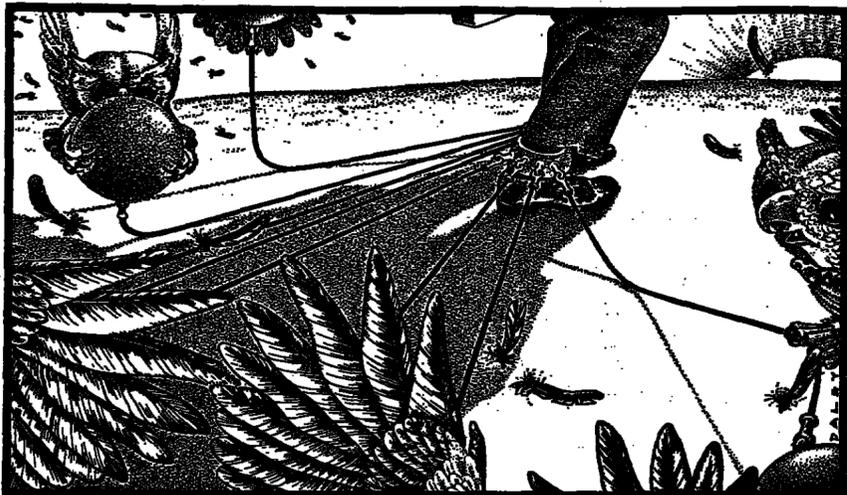
Looking into the workshop three months later, the chief saw the same foreman shaking another man by the collar and shouting: "One more foul-up, you rat, and I'll kick you into the street..." by the way, has your little got over her cold?"

That cautionary tale should be carved on the desks not only of business schools, but of all who read in Search of Excellence and the many other "guru" books on management. Unless the story's warning is heeded, it is odds-on that today's hopes of finding better ways to manage will follow their predecessors—several generations of them—into unmarked graves.

What killed them was not simply the feebleness of good ideas in the face of ingrained habits. Then, as now, the hopes were born of necessity. Many western companies already knew that the old rules and rites of management were no longer up to the job, even though the fact had not yet been so sharply stressed by eastern competition.

But while thousands of working executives saw that change was needed, it was the fresh ideas that died. The old ways prevailed essentially unscathed. "Why do so many managers hang on so desperately to things that they know do not work?" asked the then management guru, Professor Frederick Herzberg, almost 20 years ago.

Although a useful answer is still desperately hard to find, there seem to be at least three clues to it. One is that managers' power to change things is limited by organisational politics. A second is that their confidence to try new approaches is often undermined by the pressures of the job. The last is that the help they can get from gurus and conventional teachers is restricted because the ways in which good management work differs from bad are as yet but



vaguely defined, and therefore dimly understood. This third blockage is illustrated by a recent study of UK management-training chiefs which was led by Professor Iain Mangham of Bath University. The trainers were asked to list the qualities most important in managerial jobs.

"Most replies were standard management-speak," Professor Mangham says. "Leadership, motivation and communication—the kind of terms offered by academics and consultants that can, and do, mean everything and anything."

"What we all lack," he adds, "is a sophisticated vocabulary for talking about management. Some who are spectacularly good at doing it become tongue-tied when asked to reveal the secrets of their success... We academics and practitioners are ignorant of what it is we are about."

It is not only the teaching of management that suffers from lack of a precise and detailed vocabulary. The shortage also blunders understanding of most

other "intelligent-doing" activities. For instance, standard English's only words for describing the prime skills of a machine-tool operator—an "eye" for the cutting speed, a "feel" for the material—say little about how the job is actually done.

In management, at least, there has been some progress of understanding in recent years. Earlier writers tended to describe managerial activity with words like "organising, co-ordinating and controlling". Practical executives got no more help from those descriptions of what they were doing than the newly rich Mr Jourdain in Molière's play The Bourgeois Gentilhomme got from learning that what he had talked since childhood was prose.

One noteworthy advance in understanding came from the "guru's guru" Professor Henry Mintzberg (discussed in this series on July 28). His research in the mid-1970s confirmed that what managers really do is juggle with a mass of different tasks, mostly of short duration,

such as negotiating by telephone and attending meetings. But that information does not help much. Many different techniques can be used in telephoning, meeting and so on, and not all prove successful. If management performance is to be improved, the key questions are: which techniques work well in what circumstances, and how? There are still no sure answers.

The same applies to the catchy recommendations of today's better-known gurus such as Dr Kenneth Blanchard, co-author of The One Minute Manager (see July 14). An example of his nostrums is: Catch people doing things right. Again a manager wanting to work better in some particular circumstances will need to know how.

Until words enabling the key questions to be answered clearly have been discovered by writers and conventional teachers—and it is now 105 years since the founding in the US of the first management school—practising executives seem unlikely to obtain enough help

from written texts and lectures. In the meantime a better hope probably lies in a strengthening of their confidence to try new ways of working. The scope for strengthening it can be divined from a study by the American psychologist Dr Allan Katcher, who asked senior executives a nasty question. They worked in the US where management, as distinct from longer-pedigreed professional work, enjoys higher social regard than in some countries. So they perhaps had unusually good reason to feel confident.

The question was: what would you least want your subordinates to know about you? And in nearly 19 out of every 20 cases the answer was the same. The fear was that junior staff would come to know how inadequate the chiefs felt in their jobs.

One pretty consistent finding of this series of articles on the sudden and stupendous surge of interest in the works of the latest management gurus, is that it is somehow linked with an upturn in working managers' confidence. Given Katcher's

evidence of widespread self-doubt among even top executives, the guru boom's part in increasing confidence is important.

The best-selling authors play that part in more ways than by talking to the working manager in everyday language instead of lecturing down from an icy intellectual height.

They encourage executives to believe that, if they get the essentials right, they can trust their subordinates rather than have to rack their brains continually to find ways of preventing lower-rank irresponsibility. Moreover, the gurus teach that ordinary managers can get the essentials right without needing to know everything, including the statistical wizardries which some previous management writers have falsely suggested can foretell the future.

Besides increasing the confidence of people in managerial jobs today, the best-sellers may have the added benefit of raising esteem for management in among younger generations. There is evidence from the US that some of the books are being bought as presents for girls and boys still in full-time education. It is to be hoped that the same practice will spread elsewhere.

The lesson that managers can excel without knowing everything could also loosen a further blockage which, perhaps more than any other, stops individual executives from adopting better ways of working. It is organisational politics.

Since the dawn of history, manipulating power to one's own advantage has been at the heart of the managerial role. Even company chiefs can rarely operate free of the machinations going on below. If they cast their actions are still limited by the political necessities of maintaining good relations with the heads of other organisations on which their own company depends. Managing and politicking will always be inseparable.

That fact was hardly ever acknowledged by earlier pontificators. Management was portrayed as an activity in which ultimately worthwhile success could be attained only by making perfectly rational decisions founded on perfect and necessarily universal knowledge. To excel, managers would need to become virtually gods.

While the icon-like portrait no doubt only deepened most managers' feelings of inadequacy, a number seem to have tried to fit their own image to it. They tended to act as though they had the prescience as well as the omniscience to foresee in detail what their organisation must do, and the omnipotence to ensure that it did it.

It may well prove that today's best-selling authors have made their best contribution by exposing that icon as a ludicrous caricature. They stress not only that managers are merely human. They also hark back to the teaching of the forerunner of the "new wave" gurdum, Aristotle, who defined humans as social animals. As such, even executives have willy nilly to operate politically.

The key point was well put by Tom Peters, co-author of Search of Excellence (see August 18). In an article published by the American Management Association in 1978, he said that all the powers managers have to move their organisation in fruitful directions, the most productive is the power to persuade.

If they can accept that fact, and the need to listen as well as talk to those working for them, they "can with luck and to a limited extent, grasp control of the signalling system to point a general direction and mark out limited areas of expected new institutional excellence. By adroitly managing agenda, they can nudge the day-to-day decision-making system, thus simultaneously imparting new preferences and testing new initiatives."

"And some day, in retrospect, they may be able to see themselves as experimenters who attempted to build consensus on a practical (and flexible) vision of what was possible over a five-year horizon, and through incessant attention to the implementation of small, adaptive steps, made that vision a reality."

If so, he added, they should be well content. This is the final article in this series. Previous articles appeared on June 29, July 7, 14, 21, 28, August 4, 11, September 1 and 18. The series will be published as a book late in the year via the Financial Times publishing office.

Management abstracts

Franchised shops plus mail order. D. van Roozendaal in Abstraktwirtschaft (Fed. Rep. of Germany), April 1986 (2 pages in German, English version available).

The marketing manager for Germany of Yves Rocher (cosmetics) explains how his company achieves 80 per cent of its turnover by mail order, and still gets a worthwhile contribution from franchised shops; looks also at how the two distribution channels complement each other and how conflict situations are avoided.

Global marketing: a sensible business/industrial option? C. J. McNally and W. W. Locke in Business Marketing (US), April 1986 (6 pages).

Two articles which cover the pros and cons of global marketing: "pro," quoting the experience of Borg-Warner Chemicals, discusses pressure of technology, reliable products and low prices as necessitating a global approach; "con," based on the operations of Armstrong World Industries (passers), maintains that cultural differences are a large hurdle still to overcome, and recommends co-ordinated "niche" marketing.

Measuring Telemarketing Productivity. H. E. Glass and N. M. Rubin in Business (US), April-June 1986 (6 pages).

Contents that telemarketing centre productivity measurement should reflect its main activities: order processing, customer service, field sales support, and account management; divides measures into process (eg calls per day), and impact (size of field sales force). Presents case examples demonstrating starting measures applied by Rohm and Haas (plastics—order processing), Capital Preservation Fund (investment—customer service), Wrigley (chewing gum—field sales support), and CF Air Freight (account management).

Classified advertising on prestel. C. Benman in Computing (UK), May 29 1986 (2 pages).

Warns of the high cost and nil effectiveness of advertising on the "Yellow Pages" section of Prestel, blaming the poor indexing system which makes it virtually impossible to find a particular advert. Notes the advent of a computerised classified advertising service (Casper) which seems a much better bet.

These abstracts are condensed from the abstracting journals published by Adam Lindemann Publications. Licensed copies of the original articles may be obtained as a part of £4 each (including VAT and p.p.c. each with order) from Amber, PO Box 28, Wembley HA9 6DJ.

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UK NEWS

GOVERNMENT STUDIES RADICAL COMMUNICATIONS PROJECTS

Private groups may run radio frequencies

BY DAVID THOMAS

THE GOVERNMENT is considering a novel plan to allow private companies to run radio frequencies on a commercial basis. If this idea were adopted, it is thought that Britain would be the first country in the world to operate such a system. This plan for frequencies, which are used for broadcasting and communications, is likely to be one of the main conclusions of a review launched by the Department of Trade and Industry (DTI) last year. Supporters of these proposals believe that commercial pricing would lead to quicker development of the

spectrum of frequencies for new uses, such as cellular radio. Officials in the DTI are near the end of their review which was carried out with the help of consultants. Under the proposals, day-to-day administration of the spectrum would be removed from the department and given to two different types of organisations. The first would be organisations which are already heavy users of radio frequencies, such as the BBC, the Independent Broadcasting Authority and British Telecom. The second would be commercial companies set up specifically to ad-

minister frequencies not allocated to the first group. It has not been decided how this initial allocation would be made, but it could involve an auction of frequencies or bidders submitting plans for how they would develop the spectrum. Once the initial allocation had been made, companies administering the spectrum would be free to lease frequencies. However, a number of issues remain unresolved, such as the implications for amateur radio users and how to ensure fairness of treatment between the different sorts of org-

anisation which would administer the frequencies. Civil servants are likely to make their recommendations to ministers after Christmas. However, to carry out the most radical suggestions under consideration would probably require legislation, diminishing their chances of being adopted in the run-up to a general election. The review has also considered liberalising an important element of large companies' private telecommunications networks. These are links using radio frequencies which transmit voice and data between two sites in a company.

Centre aims to raise level of computer software engineering

BY ALAN GANE

THE UK Government is spending £5m (\$7m) in the next three years on a centre to demonstrate to industry the potential and use of software tools or special computer software which makes it simpler and cheaper to write other computer programs. The centre, based in Manchester, was opened last week by Mr John Boucher, Industry Under-Secretary. The aim of the Software Tools Development Centre is to raise general standards and the use of software engineering in the UK. It will give guidance to software producers and users alike of the benefits to be

gained from the use of good tools and methods," he said. The production of computer software is seen by industry and government as a key to the UK's commercial performance in the electronics and computer-related industries. Software tools and software engineering are attempts to put the production of software on a more scientific basis. At present, it is more craft than science, and there are serious worries about the efficiency of systems analysts and computer programmers. Software tool suppliers have

agreed to lend their products to the centre free of charge. Companies will be able to seek expert advice from staff at the centre and compare and contrast different tools using their own data. At the end of three years the centre is expected to become self-supporting from consultancy and other services. The Government is preparing a response to a report from a Cabinet committee which expressed concern over the performance of the UK software industry. It is likely to be published towards the end of the year.

New hours for drivers introduced

By Kevin Brown

SIMPLIFIED regulations on working hours for lorry and coach drivers come into force throughout the EEC today despite continuing trade union opposition. The new rules permit an increase in maximum daily driving from nine hours to 10 and modify the system of compulsory rest breaks. They replace regulations introduced in 1969 when the Community consisted of only six member states. The greater flexibility allowed to operators by the new regulations was welcomed by the Freight Transport Association, which represents companies with lorry fleets. The FTA said some companies operating on long-distance routes hoped to achieve cost savings by reducing the number of vehicles needed and rescheduling journeys to avoid expensive overnight stops. The International Transport Workers' Federation, which represents drivers' unions throughout Europe, said the regulations would further weaken the "grossly inadequate" controls on working hours. The federation said employers would be able to manipulate the rules to require drivers to work up to 12 1/2 hours for three consecutive days followed by 14 1/2 on the next three days. Mr David Mitchell, the Transport Minister of State, said the regulations were a compromise package including "flexibility" which the British Government would not itself have chosen.

Pay settlements 'fall to 5 1/2 %'

BY HAZEL DUFFY

PAY SETTLEMENTS in manufacturing fell to an average 5 1/2 per cent in the third quarter, according to the Confederation of British Industries (CBI) Pay Databank. The figure is the lowest for three years and compares with 6 per cent in the first quarter and 6 1/2 per cent in the second quarter. But the CBI, which is conducting a national campaign among employers to settle pay claims at levels which will cut British industry's rising unit labour costs, cautions against the figure being any more than a step in the right direction. It points out that the range of settlements remains wide and that concentration on any single figure would be misleading. One fifth of

the settlements in the third quarter were between 6% and 7 1/2 per cent, slightly over a quarter between 5% and 6% per cent, and a quarter between 4% and 5% per cent. The figures are provisional. Latest official figures show that unit wage costs in manufacturing industry in the UK rose by 1 per cent in the second quarter when they were 7 1/2 per cent higher than a year earlier. Sir Terence Beckett, director general of the CBI, said of the latest pay settlement figures: "We shall have to do much more before we can start competing on level terms with our major overseas rivals."

Emphasising the need for employers to strive for greatly reduced pay settlements, he added: "Indeed, with the cost of living virtually static, companies must seriously question the need for annual pay awards, especially where productivity is not improved." Richard Innes writes: Basic pay rates in the UK are beginning to respond to the lower rate of inflation, according to the latest salary and cost of living report by Reward Regional Surveys. According to a survey of over 700 companies, annual salary increases were running at 6.5 per cent in September, against an inflation rate of 2.4 per cent. This compares with pay rises of 8.7 per cent in September 1985 when the inflation rate was 6.9 per cent.

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UK NEWS

TSB rush leaves only 50-50 shares chance

BY RICHARD TOMKINS

RESPONSE to the TSB group flotation has been so heavy that applicants other than preferential ones will stand no more than a 50-50 chance of receiving any shares.

Details of the response and the allocation will be announced this afternoon, but it is already clear that a ballot among the ordinary applicants, and a scaling down of the winners, is inevitable. The highest investors will be ruled out altogether.

Nearly 5m applications have been received with a cash value of over £2.5m. With 1.3m shares available at a partly paid price of 50p each, this means that the issue has been subscribed eight times.

Of the 5m who applied, some 1.25m are preferential applicants - TSB customers and employees - who were promised 50 per cent of the issue. All will receive an allocation, with those at the bottom of the scale getting as many shares as they asked for.

The TSB has said that it is impractical to have many more than 3m initial shareholders, so it will be issuing shares to only about 1.75m ordinary applicants. The balance of nearly 2m will be eliminated in a ballot.

Big investors - those sending in cheques for much over £1m - will be eliminated from the allocation because they stand to lose more through the costs involved in having their cheques cashed than they would gain through their profits on a small allocation.

Applicants who are successful in the ballot will receive a proportion of the shares applied for. Since the TSB's aim is to give the issue towards the smaller investor, the proportion will gradually diminish as the size of the application increases.

All ordinary applications will be scaled down, including those for the minimum number of shares - 400. However, the TSB is anxious to avoid the criticisms attracted by the Beifill issue, when investors received what many regarded as trivial allocations of 100-150 shares, so the minimum level will be at least 200.

Leazard Brothers, the merchant bank sponsoring the issue, calculates that the basis of the allocation will leave no successful applicant unhappy. On a conservative estimate of a 25p premium when dealings begin, someone who is allocated 200 shares will stand to make a gross profit of £70 on his or her investment, which should shrink by only about £10 after expenses.

See Page 13

Labour to reject 'expensive' pay calls

By Philip Bassett, Labour Editor

A FUTURE Labour government would have to be prepared to reject public-sector pay demands if it felt that the country would be unable economically to meet them, according to Mr Neil Kinnock, the Labour Party leader.

Speaking to Labour and industrial journalists at the opening of the party's annual conference in Blackpool, Mr Kinnock's comments provide the most extensive indication so far of the policies Labour would be likely to implement to deal with the vexed issue of pay.

He recognised the current large gap between the increase in inflation and the rise in earnings, though he said it was hardly surprising within an economic environment created by the present Government which required people to "go out and get what they can when they can".

He stressed, too, the need to look at rises in marginal capital costs, which, he said, were dwarfing the admittedly "not unimportant" rise in unit labour costs.

However, Mr Kinnock said that it would "fully" even to attempt to specify legally enforceable pay norms in an effort to reverse the rise.

Rejecting what he described as 1980s ideas of income, he said: "I don't think governments can helpfully determine what precise levels of wages are appropriate in the private sector."

He took a different line on the 7.5m - 8m direct or indirect employees in the public sector. "A government which knows it can't afford to pay more has a duty to say 'no'."

But he denied these policies were a continuation of those practised by the Conservatives, attacking the Government's insistence on use of such limits to control pay, which had resulted in a massive misallocation of resources. Instead, through its taxation policy, a Labour Government would ensure there was sufficient income to meet justified pay needs among public-sector employees.

He repeated the theme of his address to the TUC conference in Brighton three weeks ago by stressing that it was up to union members and leaders to set the pace for changes in the level of unemployment.

Privatised British Gas would be taken back, Kinnock says

BY PETER RIDDELL, POLITICAL EDITOR

A LABOUR government would bring privatised British Gas back under public control using broadly the same formula already proposed for British Telecom which rules out any "short-term speculative gain."

This was made clear by Mr Neil Kinnock, the party leader, in an interview with journalists on the eve of the Labour Party conference in Blackpool.

It will be spelled out more fully during tomorrow's debate on Labour's new social ownership proposals. These involve a fundamental rethinking of previous attitudes towards privatisation in urging a greater mixture of public and private ownership.

They are expected to be overwhelmingly endorsed by the conference, despite reservations by many on the party's hard left that they represent a watering down of socialism.

Mr John Smith, the party's Trade and Industry spokesman, believes it is right and necessary to make Labour's attitude clear well before the flotation of British Gas this November. However, the party cannot give any details of the precise plan until it knows the exact terms of the British Gas offer. Otherwise, any



Mr Neil Kinnock

Labour plan might be matched by the Government.

The formula applied will be broadly the same as that for British Telecom. This offered shareholders the choice between receiving no more than the original flotation price or new non-voting securities for long-term investors. These would offer either an increase in capital value or a secure guaranteed income.

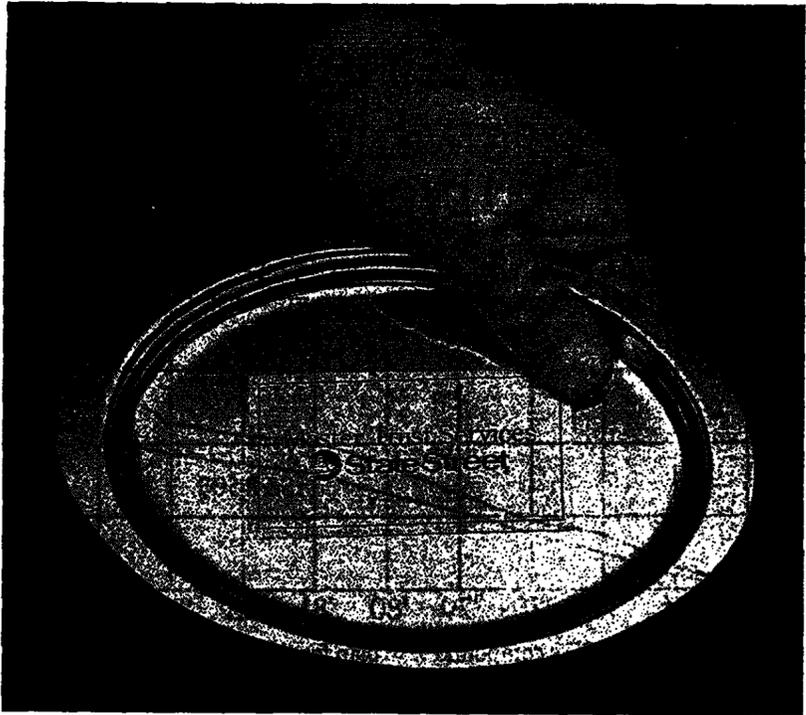
The Government would retain the sole voting share, but either BT or British Gas would remain a public company operating under company law.

Any coalition with Labour and other parties would be wrong both in principle and in practice, Mr Roy Hattersley, the party's deputy leader and Shadow Chancellor of the Exchequer, maintained yesterday in firmly ruling out any post-election deal with Social Democratic Party (SDP)/Liberal Alliance.

Addressing the Solidarity centre-right group, he argued that the Alliance idea of coalition offered only "the lowest common denominator, implementing a programme which everybody agreed was second-best."

His speech was clearly intended to counter the pressure which the Alliance leaders have been trying to build up on the Conservative and Labour parties to say that they are willing to talk with the SDP and Liberals in the event of no party getting an overall majority after the next election.

Mr Hattersley's main theme was that Labour was "on the road to victory" and would win an overall majority. He said that this was Labour's complex answer to the SDP's aspirations of coalition.



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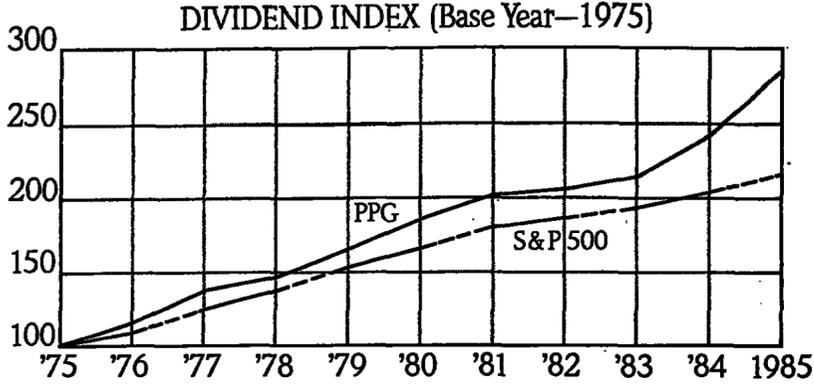


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GEC and rival Plessey in joint venture talks

BY DAVID THOMAS

GEC and Plessey, Britain's two biggest makers of telecommunications equipment, until recently locked in a bitter takeover battle, have begun talks which may lead to a joint telecommunications subsidiary.

GEC's £1.2bn (\$1.7bn) bid for Plessey was blocked by the Monopolies and Mergers Commission last month.

Now the two companies are discussing combining some of their activities connected with System X, Britain's only large digital public telephone exchange, which both helped to develop.

The present agenda falls well short of any proposals for a joint subsidiary, but some at least of these involve hope that this could be the eventual outcome.

A merger of the two companies' overlapping interests in System X has long been considered a sensible move by industry observers and was supported by the Monopolies and Mergers Commission.

The two companies have now set up a task force to consider areas in which they could collaborate more closely in their System X activities. The task force will identify over

the next month activities where duplication of effort could be eliminated. These are likely to include purchasing, marketing and data processing.

The companies are pointing to their collaboration on the original development of System X as a model for this approach.

Senior executives in both companies believe that approaching the problem in this initially limited fashion is more likely to be successful than jumping straight into talks about a full merger of the System X activities.

Reparation scheme planned for markets

By David Lascelles

A CENTRAL compensation scheme for investors using the City of London markets after the Big Bang is being proposed by the Government.

Tomorrow the Department of Trade and Industry (DTI) will table an amendment to the Financial Services Bill. This would give the Trade Secretary powers to lay down rules for a scheme to compensate those who lose money if an authorised investment institution deals fraudulently or goes bankrupt.

The DTI's move comes in response to concerns that the schemes being set up by individual self-regulatory organisations (SROs) in the City may not all be adequate or offer similar levels of compensation, but the proposal has encountered hostility from the Stock Exchange whose compensation scheme is the best developed in the City.

A spokeswoman for the Securities and Investments Board (SIB), which has been set up to oversee the City's self-regulatory apparatus, said yesterday that the board supported the proposal. "Some form of pension must be the central plank on investor protection," she said.

As it stands, the Financial Services Bill does not provide for a compensation scheme although the SIB's rule book talks of the need for one. One consideration that prompted the DTI's move was its decision this summer to grant SROs immunity from legal action. This concession, it was felt, needed to be balanced by a measure to strengthen the SROs' accountability.

The manner in which a scheme would be funded and the maximum levels of compensation will be a matter for discussion. The SIB has already publicly proposed a £30,000 limit, which it considers to be as high as is practicable to cover most of the needs of small investors.

Although all SROs would have to join the scheme, they would still be allowed to make their own arrangements for higher compensation if they wished. The concern in the Stock Exchange is that its members could end up providing compensation for less well-regulated segments of the market.

New firms pitch in to the SE

By Clive Wolman

THE FLOOR of the London Stock Exchange will be more crowded this morning because of the appearance of the new market-making firms preparing for the deregulation of the exchange on October 27.

The number of firms with pitches on the stock exchange floor will rise from 19 to 28. Of these 28 will be making markets in UK equities and 12 in UK government gilt-edged securities. The building of the new hexagonal pitches has been carried out in the last few months in the evenings and at weekends.

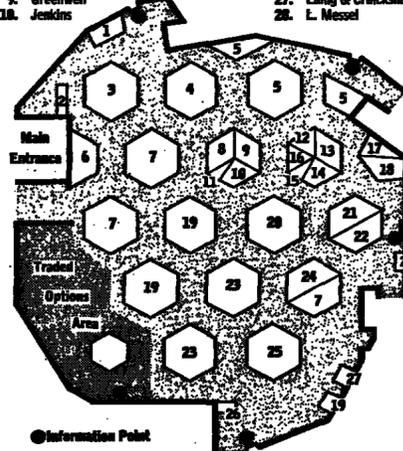
The number of market-making firms with pitches on the exchange floor is unlikely to change in the run-up or immediate aftermath of Big Bang. After the Big Bang 35 firms have registered to make markets in equities, a number which might increase slightly over the next few weeks. In the gilt-edged market the Bank of England has designated 27 firms as primary dealers.

Although there is a small amount of vacant space on the floor, few of the new market-making firms which have not taken up a pitch by today are expected to request to do so by October 27. Most will be content to deal exclusively over the telephone from their offices.

Even those market-making firms with a presence on the floor are today redeploying some of their staff who were formerly on the floor to

New Pitch Allocation on Stock Exchange Floor

- | | | |
|---------------------|-----------------------|------------------------|
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| 2. Kitch & Aitken | 12. Wood, Mackenzie | 20. Morgan Grenfell |
| 3. Citicorp | 13. Schroders | 21. Chase Manhattan |
| 4. Hoare Govett | 14. J. Capel | 22. Merrill Lynch |
| 5. County Bischoff | 15. Seligman | 23. Mercury |
| 6. H. Raitt | 16. Strauss, Turnbull | 24. Phillips & Drew |
| 7. BZW | 17. Gilbert Elliot | 25. Grieson Grant |
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offices in the stock exchange building or elsewhere. A partial redeployment was considered essential to make room for all the newcomers.

Most believe the advantages of face-to-face trading will diminish

steadily over the next few years as the investment community becomes international, telecommunications become more advanced and the price information and settlement systems become entirely electronic.

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UK NEWS

Chink in Whitehall's secret curtain

THE PARLIAMENTARY lobby is one of those quintessentially British institutions which has survived a century but is now under challenge - like other Victorian restrictive practices, such as the Stock Exchange, the Law Society and Lloyd's, the London insurance market.

Peter Riddell explains why pressure is growing for a change in the way the Government feeds sensitive political information to journalists.

Information is carefully sifted. Curiously, the lobby system provides a way through this wall of secrecy. The information provided by spokesmen such as Mr Ingham is naturally intended to suit the Government's case because that is his job and it is up to the journalists to put it into context.

Paradoxically, the inspiration for the changes is not a Thatcherite belief in sweeping away existing institutions, but rather a revolt against the practices of one of British Prime Ministers Mrs Margaret Thatcher's key advisers.

The point of issue is the way that the Prime Minister and the Government brief political reporters. In Britain, unlike the US and most continental European countries, the Prime Minister's press secretary talks to journalists anonymously, but the Guardian newspaper is now challenging this convention.

These briefings are unmistakable, which means that a spokesman's comments are reported in a way which does not identify the source. This leads to the use of a variety of euphemisms such as "Downing Street (or senior officials) believe..." or "ministers think..." This system is open to abuse helping the Government set the political agenda and can make life too easy for journalists, but that depends on the journalists. Mrs Thatcher has, at times, indirectly floated through her spokesman criticism of rebellious ministers which she would not utter publicly.

Putting such briefings on the record will, however, make little difference to the general bias towards secrecy in Whitehall. The British system is also compared unfavourably with the briefing of political reporters in other countries. For instance in the US, Mr Larry Speakes appears in front of television cameras as President Ronald Reagan's spokesman while in West Germany the Federal Chancellor's spokesman attends Cabinet meetings. But in Britain, Mr Ingham does not attend the weekly Cabinet and is briefed either by Mrs Thatcher or by her private secretary.

The lobby consists of journalists based at the Palace of Westminster, who report on the background to politics, the manoeuvring behind the scenes in the Cabinet, and among politicians. These journalists are distinct from the gallery reporters who cover debates in the chambers of the Commons and the Lords.

Membership of the lobby is a result of inclusion on a list kept by the Sergeant at Arms, who is chief administrator of the House of Commons. This was, initially in the 1880s, and still is, primarily to control the number of journalists in the chamber, and in certain other private considers and bars where MPs meet.

There have also been informal changes as the old cosy and secretive atmosphere has broken down and the lobby has grown in size and become younger. The previous rules of non-attribution had been steadily eroded by increasing reference to Downing Street or government officials.

The extent of openness overseas should not, however, be exaggerated. Many Washington briefings are often carried out through rival off-the-record briefings of journalists while many of former Secretary of State Mr Henry Kissinger's ideas were floated through the transparent device of only being referred to as a high state department source or official.

It is this informal access to politicians which is the main advantage

The Guardian has proposed that its reporters should identify the source of the briefings as either a Downing Street spokesman, or as Mrs Thatcher's press spokesman. Mr Ingham has no proposals for change, and it is a matter for the committee of the lobby which is urgently considering the matter.

The controversy is more of symbolic than actual importance because much of the information in political reports in this and other newspapers do not come from such briefings.

In Britain, the parliamentary lobby is unusual only in its prominence. There are parallel groups of other specialist journalists covering, for example, the Foreign Office and the Ministry of Defence, and they are arguably even more dependent on a single source or a more limited number of sources than those working in the adversarial world of Westminster.

The timing of the Guardian's move has been influenced by the launch of the Independent newspaper in a week's time, because the Independent is proposing to boycott

Members of the lobby are a result of inclusion on a list kept by the Sergeant at Arms, who is chief administrator of the House of Commons. This was, initially in the 1880s, and still is, primarily to control the number of journalists in the chamber, and in certain other private considers and bars where MPs meet.

Yet, the continuation of the lobby system (and by this is generally meant the briefings) has assumed importance in the broader debate over government secrecy and freedom of information. The culture of Whitehall and the Civil Service in Britain is still dominated by the principle of the need to know rather than of the right to know.

Outsiders, including the press, are regarded with suspicion, and all

Olivetti poised to boost microchip research

BY PETER MARSH

OLIVETTI, the Italian electronics group, plans to expand long-term research with the setting up of three new laboratories in Britain and the US.

search, said the three new laboratories would give Olivetti "a higher profile" in scientific research and development.

Dr Hausser is the former chairman and founder of Acorn Computer, the Cambridge-based computer company in which Olivetti took an 80 per cent stake last year.

The business school, which has produced the forecast for the Machine Tool Trades Association, expects the UK market to total £780m next year.

The UK base, in Cambridge, north of London, was recently opened. Two more research centres are planned for next year in California and in the Boston area.

The three laboratories will be in addition to three existing research bases run by Olivetti in Italy at Ivrea, Turin and Pisa. These centres, complemented by other laboratories concerned with product-oriented research, employ about 150

Dr Sean Holly of the business school is also predicting steady growth from 1987 onwards, with the UK market exceeding £1bn in 1988 and £1.3bn by 1991.

"In constant 1980 prices this represents not only a return to the levels of 1979 but a rise of over 200 per cent on the low point of 1983," the association said yesterday.

Dr Hermann Hanser, the Olivetti vice president responsible for re-

search, said the three new laboratories would give Olivetti "a higher profile" in scientific research and development.

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Dr Hermann Hanser, the Olivetti vice president responsible for re-

Expansion forecast for machine tools market

BY NICK GARNETT

THE UK market for machine tools is forecast to rise next year 14 per cent above the expected sales level for 1986, according to a study by the London Business School.

The business school, which has produced the forecast for the Machine Tool Trades Association, expects the UK market to total £780m next year.

The forecast, which also predicts steady growth in the market into the 1990s, is much more optimistic about growth than British machine tool companies themselves have been in recent months.

Dr Sean Holly of the business school is also predicting steady growth from 1987 onwards, with the UK market exceeding £1bn in 1988 and £1.3bn by 1991.

The market this year has been relatively flat with the business school predicting total sales by the end of the year just 7 per cent up on 1985 at constant prices.

"In constant 1980 prices this represents not only a return to the levels of 1979 but a rise of over 200 per cent on the low point of 1983," the association said yesterday.



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The CBI says "Clean Up - it's Good Business". Please consider contributions and joint sponsorship schemes. Keep Britain Tidy Group, Royal House, 37 West Street, BRIGHTON BN1 2PE. Tel: (0273) 23585. Registered Charity No. 206976.

East Daggfontein Mines Limited

Group interim report 30 June 1986

The directors announce the following audited consolidated results for the six months ended 30 June 1986.

| | Six months ended 30 June 1986 | Twelve months ended 30 June 1986 |
|-------------------------------------|-------------------------------|----------------------------------|
| | 1986 | 1985 |
| Revenue | 1 587 | 888 |
| Interest received | 3 | 278 |
| Other | 1 280 | 1 159 |
| Operating profit | 2 870 | 2 325 |
| Finance charges | (502) | (385) |
| Depreciation | 897 | 1 072 |
| Profit before taxation | 1 434 | 1 469 |
| Income tax | (194) | (254) |
| Profit after taxation | 1 240 | 1 215 |
| Loss attributable to shareholders | (218) | (603) |
| Dividends | 127 | 230 |
| Profit attributable to shareholders | (91) | (373) |
| Minority interests | 204 | 261 |
| Net income | 113 | 248 |

Notes:
1. The acquisition of the one million ton per month CIL plant at Engo's Daggfontein division is proceeding satisfactorily and the plant is scheduled to be commissioned in early 1987.
2. On 31 May 1986 option holders subscribed for 23 611 shares in the company at 87 per share.
3. During the period the company exercised its right to acquire one million shares in Springs Daggfontein Gold Mines Limited at 87 per share.
4. The company's exploration subsidiary, Rand Resources & Exploration Limited, has acquired a 50% interest in Panchafontein Gold Areas Limited, recently listed on the Johannesburg Stock Exchange.

On behalf of the board:
A.H. Lunn, Chairman
C. van der Merwe, Director
28 September 1986

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UK NEWS

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We refer to the 2½% subordinated Bonds issue with Warrants 1986-88 of Swiss Volksbank and the corresponding notice to the Warrant holders of August 21, 1986.

In accordance with the Terms of the Notes as specified in the Description of the Warrants, the exercise price per Warrant for one Swiss Volksbank Share of Sfr. 500 nominal amount was adjusted as follows:

Warrant A from Sfr. 1894.- to Sfr. 1848
Warrant B from Sfr. 1994.- to Sfr. 1948

The adjusted exercise prices are effective as of September 29, 1986.
September 29, 1986

Swiss Volksbank Finance (Cayman Islands) Ltd.



Trawl of private sector for ECGD job

By Christian Tyler

THE GOVERNMENT is inviting people from the private sector to apply for the job of running the Export Credits Guarantee Department (ECGD) when Mr Jack Gill, a career civil servant, retires at the end of the year.

It is one of the most senior government jobs to be put on the open market and the first time that the ECGD has looked outside for a secretary. Last year an industrialist, Mr Peter Levene, was appointed head of defence procurement at the Ministry of Defence.

The Government is ready to pay more than the £41,500-£43,500-a-year salary that goes with the ECGD job to the right person from the private sector. It sees the appointment as a three or four-year contract, perhaps on secondment, to begin with. Civil servants are also free to apply.

An internal re-organisation of the department, including outside appointments, is already under way to make it more competitive and efficient. The ECGD, one of the largest export credit insurers in the world with a risk portfolio of £30bn, has, in common with others, been hit hard by developing country debt arrears

Contractors suffer from decline in business with Middle East

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT

THE PROBLEMS of the John Howard Group, which decided to go into receivership last week, arose partly from difficulties in the Middle East. A large amount of its business is concentrated there.

John Howard, a medium-sized civil engineering company, specialises in coastal protection work, including sea walls, harbours and causeways. It has been affected by fewer orders and delays in payments resulting from the impact of lower oil prices on Middle East producers.

The problems for British contractors in the Middle East began to emerge clearly in February last year, when Henry Boot and W. S. Try put their joint venture, Intry-

set up to build a £25m zoo in Saudi Arabia - into receivership.

The difficulties for contractors of declining oil revenues and delays in payment were compounded by growing competition from local contractors and from less expensive international construction companies. The problems have continued to worsen, leading to a severe decline in work by British contractors.

The value of contracts awarded to civil engineers alone has declined from £765m in 1982-83 to £536m in 1984-85.

The figures for 1985-86 are due any day now, but from the feedback from our members they are certain to show a further fall of about 20 per cent as a result of the downturn in oil production, the

growing proportion of work going to local contractors, and the fact that the infrastructure is more complete," said Mr Gareth Thomas, the Export Group's assistant director.

Two of Britain's biggest contractors, Leing and Wimpey, have had severe problems. Early this year, they put their Saudi Arabian joint-venture company, Leing Wimpey Alreza, into liquidation after non-payment of more than £10m for work on major projects.

Several contractors are, however, continuing to work successfully in the area.

Trufalgar House company Construction International has just completed the £225m Sultan Qaboos University in Oman

Electrical equipment output up 10% in year

By Terry Dodsworth

PRODUCTION of industrial, electrical and electronic equipment rose 10 per cent last year to £12.78bn from £11.66bn in 1985.

According to the Federation of British Electrotechnical and Allied Manufacturers' Association (Beama), exports for the year totalled £4.99bn against £4.26bn in 1985, representing 39 per cent of output, or an increase of three percentage points on the previous year's export performance.

Beama manufacturers, whose products exclude electrical consumer durables and computers, generated a favourable trade balance in the year of £519m against £338.1m in 1985. Exports amounted to £4.99bn and imports to £4.47bn.

Beama said a separate study of the UK measurement and control industry showed that it had been growing in real terms at a rate of 4.8 per cent for the past five years.

Annual production in this sector was running at a rate of £22bn a year, the survey showed, and growth was expected to continue at a rate of about 3.5 per cent over the next few years.

Companies free to register logos

BY LISA WOOD

ABOUT 6,000 service companies in the UK are expected to apply to register trade marks for services when it becomes legally possible to do so on October 1.

Before the introduction of service trade mark legislation it had been possible only to register trade marks for goods. A registered trade mark is a monopoly granted by the state for a name or logo in relation

to a specified product or products.

It has been possible to register trade marks for goods in the UK since 1875, but Britain has been slow to revise the legislation to include services, according to the Novamark/Interbrand group, the brand name development business.

"There has been an anomalous situation whereby Vidal Sassoon, for example, could register this name

for shampoo but not for hairdressing services. Also, organisations such as Visa, Access, Heriz and Prudential have not been granted the trade mark protection in their brand names which the state has afforded to traders in goods."

The EEC is soon to set up a European Community Trade Marks Office expected to be operational by 1990.

Safety fears for industry

BY OUR LABOUR STAFF

THE ACCIDENT rate in British industry will continue to rise unless trade unionists take action to improve health and safety at work, the Trades Union Congress (TUC) says.

In a set of guidelines for safety representatives and safety committees, published today, the TUC says that government cuts in the number of health and safety inspectors mean that workers will have to

play more of a role in ensuring employers meet health and safety standards.

"There are plans to relax health and safety laws and to lift alleged health and safety 'burdens' from small firms. In reality, however, it is workers who will have to bear the burden in the form of more injuries and ill health caused at work," the guidelines say.

BRITISH COAL. THE SHORT CUT TO LONG TERM STABILITY

Bowater's papermaking site in Kent is one of the largest in Europe. It is also a fine example of a company reaping the benefits of relying on British Coal for its energy needs.

The Kent mills produce a portfolio of papers ranging from quality gloss-coated grades through computer and business to towelling and packaging. In the process, the company consumes around 250,000 tonnes of coal a year.

"Paper is a very competitive business facing intense competition from overseas" says Ted Drake, Purchasing Manager - Supplies. "And energy is a major cost. Oil has a history of volatile pricing and even though costs look attractive at the moment, it's anybody's guess what will happen in the next few months. On the other hand, prospects for coal remain excellent - based on stable, competitive pricing and security of supply."

Bowaters, like many other forward-thinking companies have chosen British Coal when it comes to an important investment in the future.

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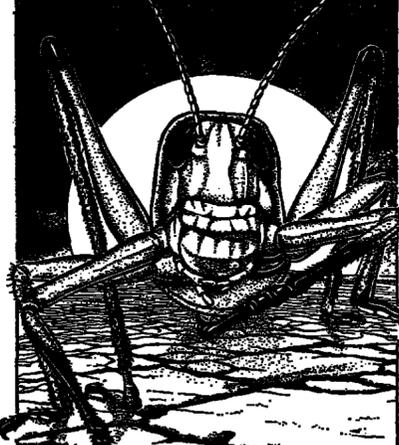
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Oxfam has already rushed pesticides and spraying equipment to stricken areas. But much more action must be taken by Oxfam and the wider world community to control the locusts, to seed for new crops and provide food for the hungry. The need is desperate - please send your donation today.

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UK NEWS

Television sector 'decently profitable'

By Raymond Snoddy

FINANCIAL PROSPECTS of independent television companies have undergone a significant transformation, according to a review by stockbrokers Kleinwort Greaves.

ITV is becoming a decently profitable commercial business rather than an overly regulated branch of public service broadcasting," said Mr Luke Johnson, a media and communications analyst at Kleinwort Greaves and one of the authors of the review.

ITV shares have traditionally been seen in the City of London as a yield rather than growth stock because of a reputation for over-regulation and the possibility of franchise loss. The rejection of advertising on BBC television by the Peacock Committee, the present dramatic upsurge in advertising revenue and the likelihood of an extension of franchises beyond 1989 have transformed the outlook.

"ITV companies in reality offer excellent growth prospects, and their ratings should reflect this," Kleinwort Greaves argues. At the moment, typical ITV ratings are eight times prospective earnings compared with the FT Industrials average of 13.5. This gap is likely to narrow, the stockbrokers argue.

Kleinwort Greaves recommends three of the 13 quoted ITV companies, Scottish, Television South and Ulster, as "strong buys" and a further nine as "buys." Television South West is rated a "strong hold."

The review also makes clear that three quarters of the ITV companies have benefited from the recent changes in levy - the special tax on ITV profits. The levy rate, after a five pence profit, was reduced from 68.7 per cent to 45 per cent on domestic profits although a levy of 22.5 per cent was imposed on foreign sales. ITV will gain at least £6.6m from the change, Kleinwort estimates.

The stockbrokers also highlight the wide differences in the average turnover per employee in the ITV system - largely because of the different programme-making responsibilities of large and small companies. The average figure for Thames, the largest ITV company, is £83,367. Yet for Television South, not one of the big five network companies, the figure is £11,487 per employee.

Flour millers predict tight market for grain despite good harvest

BY ANDREW GOWERS

FLOUR companies, which suffered from last year's poor-quality cereals harvest, are predicting that the market for grain of milling quality will be tight again this year, despite an abundant crop.

The Ministry of Agriculture has forecast a total grain crop of 25m tonnes this year while a survey conducted by the National Farmers' Union yielded a figure of 24m tonnes. Both figures suggest the second-largest harvest on record, following the bumper crop in 1984.

However, a leading flour-miller, which asked not to be named, has said that harvest this year is "very patchy." Protein content - an important measure for milling wheat - is down from last year, which was itself of relatively bad quality, it says. In Scotland, the harvest is far from complete and looks particularly

poor, chiefly as a result of the recent Hurricane Charlie. This is ominous news for the millers, who had to spend large amounts importing wheat from outside the EEC last year to supplement home-grown grain. Flour and bread prices rose quite sharply as a result. The flour-millers appear to be trying to prepare public opinion for the possibility that bread prices will stay up this year.

Companies in the flour-milling industry include Allied Mills, Rank Hovis McDougall and Sillers. The quality of the UK cereals harvest is one of the key factors in their profitability.

Another factor which will limit the availability of UK grain this year is the poor harvest in France and Spain, which have suffered from a severe drought.

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The serial numbers of the Debentures which have been selected for redemption (each bearing the prefix letter "M") are:

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TENNECO INTERNATIONAL N.V. By: Chemical Bank, Trustee

Dated: September 29, 1986

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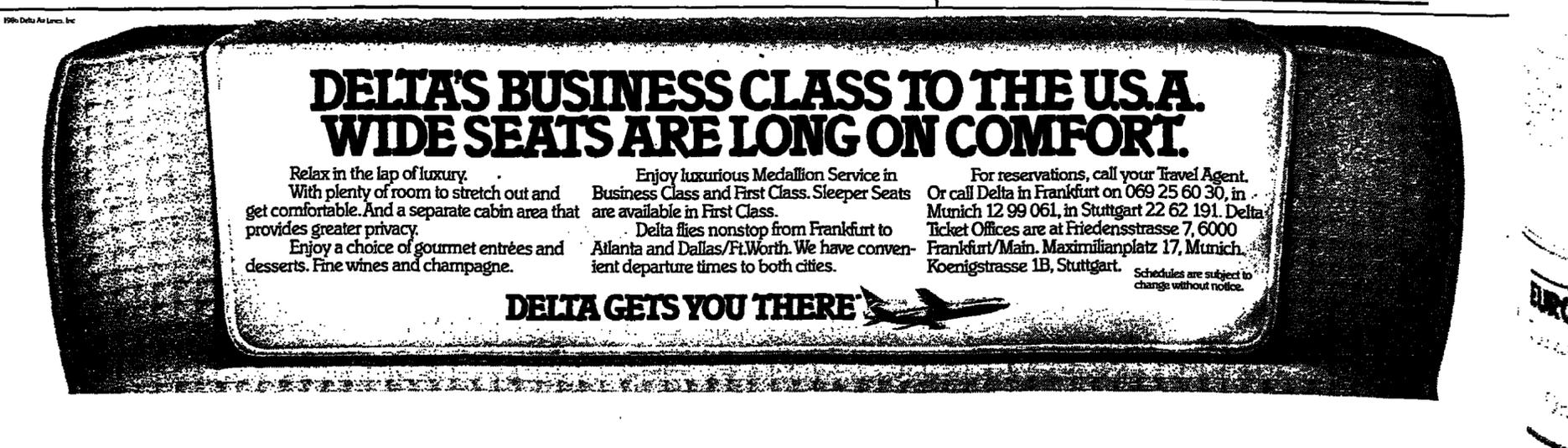
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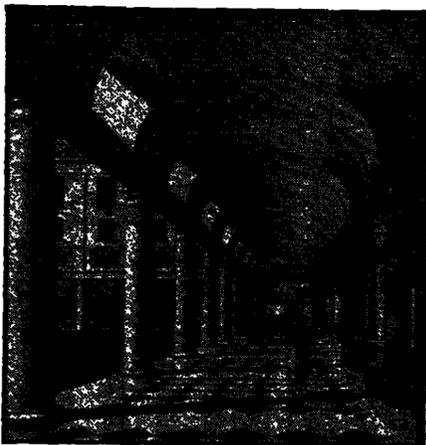


THE ARTS

Architecture/Colin Amery

ROH plans merit full support

The slow renewal of the nation's cultural institutions gathered momentum last week with the announcement of the complete refurbishment and enlargement of the Royal Opera House, Covent Garden, and the development of the Tate Gallery into a cluster of new museums.



View in the arcade looking towards the new opera house entrance

The development of the Tate into a huge patchwork of museums for different elements of the collection is an incredibly ambitious project and one that will be entirely dependent upon private funds. The expansion has been planned by James Stirling, Michael Wilford and Associates and is architecturally scientific, following the approach adopted for the Clore Gallery soon to open at the Turner Museum.

As the Tate Gallery proposals are all dependent on very long-term private funds, it seems more topical to look at the plans for the Royal Opera House, about to be considered for planning permission. Not that the Opera House has the money for its scheme, but as it is a mixture of commercial and cultural uses there is a short-fall only of some £20m; that, it is hoped, will be found from private sponsors.

The architects for the Opera redevelopment are Jeremy Dixon and William Jack of the architectural practice Jeremy Dixon/BDE. They were selected by an international competition in 1984. The proposals can be seen in an exhibition of models and drawings and some specially commissioned paintings by Carl Laubin on show in James Street behind the Opera House, daily except Sundays.

In fact the proposals are much cleverer and more subtle than the more obvious ways of redevelopment. The architects and their clients have created a scheme that heals the remaining gashes in Covent Garden and respects the widespread affection that exists for the present 1858 E. M. Barry theatre. Quite rightly everyone has realised that one of the best things about going to the opera is the sheer red and gold tiered richness of the Victorian auditorium. There may not be enough leg room in the stalls and the rakes may be inadequate, wide and handsome, will serve all levels of the theatre and at its foot will be plenty of much needed milling space; and the roofs of the new arcades will offer the opportunity for a pergola at a high level above the Piazza.

What of the architecture? If you imagine yourself standing in the centre of the Piazza you will see (on what is now Clifton Nurseries) a stone-faced five-storey plain classical building with a fine Doric colonnade at its base. The arcades are double height barrel-vaulted spaces. The square openings that pierce the vault let the light in, Uffizi-style. This is the most satisfactory architectural treatment in the scheme. Other elements, particularly the curved entrance to the offices on Bow and Russell Streets, are full of present day architectural uncertainty.

What is right and effective in the decision of the designers to treat different elements of the scheme in different ways. In true London fashion Jeremy Dixon sees the point of the essential amalgam of different styles. It must be said that as a subtle plan for an historic and important part of the capital this scheme cannot be faulted. It manages the delicate balancing act of culture and commerce in a way that makes nonsense of the creation of artistic ghettos. Covent Garden's attraction has always been the clash of opera and the workaday world. As a theatre it has never had the empty grandeur of the Paris Opera, the delicacy of the Fenice or the stylish pompousness of La Scala. But it has always had a sense of venerable occasion and glamorous seediness that comes from being well-integrated into the city. The proposals on show deserve all the support they can get because they keep and enhance the sense of place that is so vital to Covent Garden.

The Mikado/Coliseum

David Murray

No opera-lover is going to begrudge the English National Opera a popular money-spinner — wider benefits accrue from a lucky hit. Jonathan Miller's new production of the Mikado, thought to do nicely: it is almost as funny as the original, and musically it is cast for the first part of the run, at least, from strength. It doesn't try so frenetically hard as David Fountaine's Chamberlain (and indeed last year, and — with the asset of superlative diction from everybody — the comedy reaches better into the big auditorium).

As you will have heard, Miller has jettisoned all the japonaiserie. He reasons, I take it, that no real Japan past or present has anything to do with the comic tale (and indeed mock-Japanese costumes are costly). Instead he has turned, logically and inconsequently, to another irrelevant period — the 1930s. He has made the Mikado's boots, tongue and the curvy of the Mikado's face do justice to Ko-Ko's farcical ferocity.

The juvenile leads are bouncy Bonaventura Bottona, a Nanki-Poo in co-respondent shoes, and Lesley Garrett as the precocious Yum-Yum. They sing delightfully, and they take from Miller's dislocation: when Gilbert's dialogue is too ponderous, they deliver it with arm's-length distaste. As Fish-Sing and Peep-Bo, Jean Rigby and Susan Bullock give ripe, sexy support with the expected St. Trinian's touches.

By contrast, Richard Van Allan's frosty natural dignity makes him an over-cool Pooh-Bah. His delivery is not his style. His fine bass is a pillar of strength. Mark Richardson offers a Pish-Tush on just the right scale, a quizzically bland

Bright Young Things, as surely they always were. The choreographer Anthony van Laast sets his rugged bellboys and part maids to 1820s-musical espousing, with brief furious smiles.

As the ENO's guest Ko-Ko, Idle justifies their premise that Ko-Ko isn't really a singing role. "Tritillow" just about survives, the madrigal and roudelay lose a bit. (One recalls the Met Auditions story. Singer, after ill-assorted arias: "My teacher and I can't decide — would you say I was a tenor or a baritone?" Impresario: "No.") He is adequately funny, with nice lines in practice, not chopping and growingling at the Mikado's boots, tongue and the curvy of the Mikado's face do justice to Ko-Ko's farcical ferocity.

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Northerner in blench-making provincial togs. Felicity Palmer's Katisha is a splendid monster, full-voiced and ferociously musical: it is a part she was born to sing (though only for a few weeks), and she does it no holds barred. The arrival of Anga's Mikado makes no less of a sensation, and is no less well sustained by his lethally gentle, interested, friendly address.

The conductor Peter Robinson takes good care of the score; he doesn't disguise Sullivan's occasional pit-band orchestral sound, but he loses few of the happy instrumental ideas (in which Sullivan, given his conservative way, was notably fertile). Two or three familiar singalong numbers are taken far more seriously than in the hallowed tradition: purists will object, and I heard no point in adding grandiosity to an evening which has no jokes to make about public pomp. (I learned my G & S mostly under the auspices of a fanatic fellow-student in college drama, Graham Day, who now-a-days figures on other pages of this paper: it is pleasing to learn that he retains his taste for executions.)

"Punishment at the crime" are as usual updated, with catholic lists of targets. From Idle and Miller one might have expected some sharper barbs; but Miller has been tactically correct in making the concrete much, once the basic shift was fixed. There is a dance by headless victims, by way of helpful illustration at one point, and a few other marginal notes. Some two or three scenes go a trifle flat for want of new visual ideas. But the cast drives the story along, and



Eric Idle and Felicity Palmer

The coolly mocking ambience is ideal, and much of Sullivan's sympathetic (certain Marx comes up bright as paint: a Brothers movie served as a good evening.

The Capture of Troy/Grand, Leeds

Max Loppert

On Saturday in the Grand Theatre, Leeds, there was unveiled the first instalment of Berio's project currently occupying three British companies — a production of Les Troyens supported by IBM and the Welsh National Opera, and Scottish Opera. Opera North give the first ten performances of the opera's Trojan acts (the Leeds Trojans are followed by those in Nottingham, Manchester, and Hull). Early next year WNO join the Carthaginian remainder thereto for a complete staging. Berlioz has been waiting for operations to commence with ever-growing excitement. In many respects the premiere will have surpassed their highest expectations.

Up to now all three professional British productions of The Trojans (the Grand Theatre, one by Scottish Opera) have followed, to a greater or lesser extent, the traditional line of Grand Opera spectacle. Such an approach must naturally be out of the question for these particular touring-company purposes; and in any case it appears to have been the express intention of the producers that the opera should be out of the theatre's traditional mould. The idea of The Trojans as a monster of musical originality and inertia has taken a heavy battering in the three decades since the world's opera companies — led, of course, by Britain — actually started exploring the work; by this intimate, hard-driving, immensely stirring, Capriccio Troy it must surely begin to be laid to rest forever.

Though its effect is far from negative, the style might well be described in negatives — non-opulent, non-ornate, non-second-hand, non-eclectic. Here concrete surfaces make up the stage box, broken up with light-apertures and patterned in bold semi-abstract motifs. Segmented panels drop to suggest changes of location; costumes are strictly monotone (black for the muffled chorus, brilliant red for Cassandra, and so on).

and the excellent English Northern Sinfonia and outstandingly fine opera North chorus. After a slightly nervous start the pacing was faultless; the acid scoring cut through the theatre with stinging harshness. Even someone who believed he had become accustomed to the sheer originality of Berio's genius was shaken anew by the echoing chorus-effects of the Odet or Cassandra's despairing cry of "Maldheur!" — or "Be-he-he-he!" in the generally clear and sensible new translation by Hugh Macdonald. Mr Macdonald has also orchestrated, and the conductor inserted, an extra scene — for the Greek captive Sinon — that Berio removed at a late stage (it exists only in piano score). The added narrative detail is useful, but the interruption of the tremendous contrast between Andromache's quiet departure and Aeneas's hair-raising first entry makes for more loss than gain.

Circle/St John's, Smith Square

Dominic Gill

Friday's concert presented by the Society for the Promotion of New Music by Circle (the instrumental sibling of Sing Circle) and conducted by Gregory Rose fell between two stools — it was neither the characteristically adventurous programme of a Circle concert proper, nor for that matter, the kind of thing that a Bank? Why not do what the Met did in New York and make the Royal Opera House the centre of an urban renewal project — a Lincoln Center in Docklands?

Iasted a mere three minutes, and was perhaps the evening's most original offering: brief and to the point (no programmatic link was declared with Gorky's violent symbolic story of the same name), with pungent Stravinskian undertones. Songs of a Just War for soprano and six instruments by James MacMillan (b. 1959) sets texts by Neruda, the Scottish poet William Soutar and the modern Chinese poet Tuou-ti-an. There is some lively and arresting invention (I specially liked the recurring harmonic motif in the Neruda setting); but the dramatic impetus flags about half way through — perhaps some tightening up, and some judicious brightening of colour, could still be worthwhile?

Barry Miller's Harp Sketches are a genial collection of little studies for solo harp, rather more rewarding to study and to play, should guests, than to hear. E. J. Van Zandt's El Oro de los Higos sets six tiny Jose Luis Borges poems in the style of the Japanese tanka for soprano, clarinet, cello and harp: a pleasing idea, unmissably executed. The score looks nice. Fragments? Bass for soprano and four instruments (including bass clarinet and soprano sax) is not one of the strongest works of the talented Mexican composer Javier Alvarez, who now works in London: around eight minutes long, it is a staid student essay, decent, well made, but uncharacteristically careful, low-key unadventurous. Good, accurate playing by and large from the ensemble; strong performances from the two sopranos Eileen Eulse and Nicole Tibbels.

Obituary/Sir Robert Helpmann

Clement Crisp

Sir Robert Helpmann died in Sydney, Australia, yesterday aged 77. Robert Helpmann studied dancing in his native Australia and appeared as a student with Anna Pavlova's company during his Australian tour. In 1953, he arrived in London and was seen by Ninette de Valois, who engaged him for her young Vic Wells Ballet. Within a year Helpmann had danced the role of Satan in de Valois's Job and partnered Alicia Markova in the full length Swan Lake.

For the next 17 years Helpmann was to be the leading male star of the company, measured by critics and public alike for the vivid strength of his dramatic performances, and especially for his extraordinary comic skill. He was of extreme importance in the ballet world of the war years, both as a leading dancer of rare versatility in a celebrated partnership with Margot Fonteyn and then as choreographer. His first major work, produced in 1952, was an adaptation of Milton's masque and combined Helpmann's double career as actor and choreographer. He appeared in beginning with Oberon in A Midsummer Night's Dream at the Old Vic in 1957 and dancer. He followed this in the same year with The Birds and Hamlet, which probably remains his finest creative achievement. Two years later came his sensational Miraculous 7th Grade which dealt with a Christ-figure returned to the Glasgow slums.

Helpmann's theatrical career, included leading roles at Stratford-Upon-Avon and the Old Vic where he played Hamlet, and he was seen in many films most notably The Red Shoes and Tales of Hoffman. In 1965 he became director of the Australian Ballet with Peggy Wehring and for a decade guided the company and produced further ballets while also continuing to lend his extraordinary presence to such extra-roles as Don Quixote and The Red King in Cheekmate, in which he performed just six weeks ago in Sydney. Robert Helpmann was a potent presence in the theatre. He brought a powerful romantic manner to the traditional round of balletic princes but he was especially loved for the tireless wit of his comic interpretations. His importance to the emergent Vic Wells Ballet, which grew into the Royal Ballet, is impossible to over-estimate, especially in view of his tireless wartime performances and creativity. For the Australian Ballet he was to prove a less valuable and influential figure.

The Valkyrie/Covent Garden

Rodney Milnes

Among the many interesting things about Götterdämmerung production of the Ring for the Welsh National Opera, currently on tour at Covent Garden, is the muted and at times downright hostile reactions to this is because it is directed not so much from abstract stimuli triggered off by the music, or from the libretto whether in the original or in a translation, but very firmly from one particular translation — Andrew Porter's. In effect, it is directed as if it were a play. This brings a danger: it seems a prosaic Ring — an adjective frequently used to describe it in print — but to my mind it is a danger totally avoided.

The vivid dramatic response in last Saturday's performance of The Valkyrie, which is essentially a series of duologues, brought very real benefits in the meticulously detailed depiction of the growing bond between Siegmund and Sieglinde and of the latter's mental breakdown in the second act, and in the sense of Wotan's Fricka and Brinnhilde being husband, wife and daughter as well as divinities. With all this on stage and Richard Armstrong and the WNO orchestra supplying a grand but controlled musical overlay, you have a properly many-layered account of the work, one to which the audience can respond at whichever layer it chooses.

Concentration — and no audience in this particular theatre can have concentrated so breathlessly on the dialogue in a Wagner opera since the war — is aided by the simplicity of Carl Friedrich Oberle's decor, altered and much improved since the premiere two years ago (though I miss the mountainscape cloth in the second act, and the new Feuerzauber is

Not that any adjustments have to be made for Anne Evans as Brinnhilde. Her recent experience of Kundry seems to have added extra weight and colour to the middle of her voice to match her fearlessly radiant top, and the gleaming intelligence of her portrayal puts her straight in the upper echelons of exponents of the role today. Kathryn Harris's Deszenes Sieglinde is likewise a total success: if Warren Ellisworth (Siegmund) does not always phrase with traditional smoothness, his tone is certainly traditionally heroic and his physical performance — Jungle Boy movements reminding you of his Iphigene parentage — remains utterly riveting. Newcomers since the Cardiff premiere include Penelope Walker's crisply enunciated, awfully sung Fricka and John Trotter's superbly unheroic, unvolent Humding. There are enough ringing soprano Valkyries to suggest that the company need not fear for future Brinnhildes (less in the way of potential Erdas, though). The one problem that refuses to go away is Phillip Joll's Wotan. His delivery of the text is admirably clear, and he shows more awareness of the god's predicament than before, but there are patches in his voice that under pressure lose definition of tone. It's a case not so much of a wobble as of a hiccup, and it's very worrying.

Arts Guide

Music

LONDON London Symphony Orchestra conducted by André Previn, with Emanuel Ax, piano. Mendelssohn and Brahms. Royal Festival Hall (Tue), (029 3191). Scottish Chamber Orchestra, directed by Jaime Llezarola, with Malcolm McNamara and Vividli. Barbican Hall (Tue), (033 8801). London Philharmonic, conducted by Klaus Tennstedt, with Maya Venizian, piano. Grieg, Beethoven and Strauss. Royal Festival Hall (Wed).

PARIS Paul Kuentz Orchestra and Choir: Haydn's Seasons (Tue), Saint-Severin in Church (4093 6761). Orchestre de Paris, conducted by Daniel Barenboim, with Siegfried Jerusalem, tenor; Dietrich Fischer-Dieskau, bass; Helmut Pempechow, tenor; Wagner's Siegfried, 1st Act (Wed), Salle Pleyel (4061 9007).

NEW YORK New York Philharmonic (Avery Fisher Hall): Zubin Mehta conducting, Andriano Cappelletti. Concerto for Violin and Orchestra (Tue); Zubin Mehta conducting, Pichas Zuckerman violin. Mozart, Strauss (Thur). Lincoln Center (674 2424). Merkle Hall (Goodman House): Wind Ensemble, with Olegna Fuschci piano, Rebecca Scott, soprano; and Koppell Ensemble. All-Elite Ensemble programme (Mon); Danielle Woerner, soprano, recital with the St. Michael's Madrigalists; Robert Schwartz, piano; Jean Kopperud, clarinet; Robert Bryson, baritone; Lesley Ecker, bassoon; Elliott Montevard, clarinet; Curt Schmitt, Otto Litzsing (world premiere).

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Monday September 29 1986

A big bang in commodities

AS THE City of London plunges ever deeper into the competition for international equity and bond business, another group of markets is looking curiously lively.

Until recently London's commodity exchanges seemed all but impervious to the kind of revolutionary changes under way elsewhere in the financial community. Even now they are proving extremely slow to adapt to the idea that they, too, are competing for business with other centres. They are likely to emerge into the 1990s much the poorer unless the process of change accelerates.

The London commodity markets—those in metals and produce as opposed to financial futures—are in no shape to square up to the powerful US exchanges which dominate the futures business. They have stronger links with the physical trade in many of their products, to be sure, but in most cases, they are suffering from a chronic lack of liquidity. They are hopelessly fragmented—and some of them are still relatively costly places in which to do business.

Large amounts of investment money, crucial to the success of an exchange, wander across the Atlantic from Europe to Chicago—in agricultural as well as financial futures. Sugar trade is looking increasingly from the London Commodity Exchange to New York and Paris. The domestic agricultural futures market—while quite successful in some areas—is experiencing grave difficulty getting new products off the ground; so are relatively new bodies like the Baltic International Freight Futures Exchange and the International Petroleum Exchange.

The London Metal Exchange, although still the premier market for pricing a number of commodities, is suffering more than any other from a lack of speculative interest in the wake of the oil crisis. It is also proving the most reluctant to change and the most determined to continue asserting its independence.

There are perfectly good historical reasons why the commodity markets should be spread around the City in separate compartments but the 1970s saw a concentration that has looked more and more like an anachronism.

For one thing, the indigenous companies trading commodities in London have increasingly merged or spread across the markets over the years. Where each market used to boast a quite different set of members

a number of traders which use the LME and the ICE are now bound by common threads of ownership. Yet these consolidations have not been matched by a pooling of resources by the markets themselves.

Secondly, there has in the last few years been an influx of American commission houses which will trade on any active market. They would arguably do more business in London if the rules were easier for them to switch from one market to another. Neither they, nor the home-grown multinational trading houses, have any in-built loyalty to London. Indeed, with communications becoming faster and less flawed all the time, there is no reason why business should not flow increasingly in the future to those where trading is most active.

Fundamental problems

Some steps are already being taken in the right direction. The LCE has streamlined its activities considerably since the beginning of this year and will have the opportunity for further improvements when it moves to a new headquarters next Easter. The ICE were agreed to update its trading systems—though not yet to an extent which will satisfy City regulators—and has shown commendable candour, at least by publishing a report which calls for thorough management overhaul.

Yet none of these developments fully addresses the fundamental problems of how to attract fresh interest by developing new products. Mr Saxon Tate, the LCE chairman, thinks part of the answer is to invite foreign firms to trade on their own account and boost liquidity—much as in Chicago or on London's financial futures market. He would also desperately like to share his costly new premises with the other markets.

Whatever the short-term economics of a move, the long-term advantages to the markets are obvious. Research, marketing and regulatory costs could be reduced and the efficiency and flexibility of the markets could be improved without necessarily incurring the usual costs of a change of each exchange.

Above all, London would be in a better position to compete, as in stocks and bonds, for the common sense after several decades of over-elaborate, and oscillating management fashions, or as re-interpretations of inpenetrable academic ideas which go back between 50 years and 2,500 years.

Yet their view of management is, in one sense, a breakthrough. It at last recognises the process as a highly complex one full of paradox and ambiguity in which previously conflicting notions of centralisation and decentralisation, instinct and systematic logic, leadership and employee initiative all have to co-exist.

To accuse the gurus en masse, as some have done, of being doing it to help raise the level of analysis and decision-making in companies, while also reminding them of some key basic principles of human relations. In the process, the gurus are helping breed a new generation of managers who are better balanced than their predecessors.

The power of business gurus

IN A few weeks' time one of Britain's best commercial television stations will start showing a major weekly series of programmes on The Business of Excellence. Featuring Tom Peters, Kenneth Blanchard and a galaxy of other gurus, most of them American, the Thames TV series marks the latest stage in an explosion of popular interest in management which has swept the western world since 1982.

Almost inevitably, it was in the US that the fashion first took root. Starting with Peters' Search of Excellence and Blanchard's One Minute Manager, a small library of stylishly simplified books on business has sold several million copies. One of the most recent is a book by the irrepressible Chrysler chairman himself, published just two years ago, his sales will soon shoot past the remarkable, more than 5m which Excellence has notched up since 1982.

Scéptics have expected the fashion to fade away, like celebrity keep-fit manuals before it. In the US, the wave of million-sellers has certainly faded, but it has been succeeded by a very steady flow of books selling several hundred thousand each—a level which would have been unthinkable a few years ago.

Widespread reaction

In Europe, the fashion is still gathering momentum. The next 12 months will see the publication of several works by well-known chief executives trying to emulate Lee Iacocca's success. Their efforts are welcome: one of the most striking aspects of the boom in Europe is the reluctance of European managers to countenance home-grown ideas, particularly if they come from just across the frontier.

The factors behind the boom on both sides of the Atlantic, and the ideas beneath the veneer of Americanised homily and overstatement which mar most of the books, have been examined in depth in a Management Page series on The Guru Factor which concludes today.

In essence, the fashion was born of a widespread US reaction against two sorts of

conventional wisdom: the notion that Western business was virtually unchallenged in the face of Japanese competition; and the much older convention of management as an entirely rational process centred upon dictate, systems and bureaucracy.

Instead, Excellence and the other books have all examined examples of Western companies such as IBM, Hewlett-Packard and GM which are more than facing up to the Japanese by combining the "hard" side of management (strategy, structure and systems) with a more human approach—what McKinsey & Co has neatly dubbed the "soft" side—in which staff, shared values, style and skills are all given a new emphasis. Rejecting the view of management as a distant manipulation of an overwhelmingly financial character—the gurus have rediscovered the old virtues of paying close attention to the customer, the employee, the product and the factory.

Few of the gurus make much claim to originality. Most see themselves either as the voice of common sense after several decades of over-elaborate, and oscillating management fashions, or as re-interpretations of inpenetrable academic ideas which go back between 50 years and 2,500 years.

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To accuse the gurus en masse, as some have done, of being doing it to help raise the level of analysis and decision-making in companies, while also reminding them of some key basic principles of human relations. In the process, the gurus are helping breed a new generation of managers who are better balanced than their predecessors.

THERE is a moment in climbing a mountain when the legs begin to flag, the breath comes short and the top still seems a long way off. The recovery of the French economy is roughly at that stage.

After five virtually flat years, activity has picked up at last, with real GDP expanding at about 2.3 per cent this year and slightly more rapid growth possible in 1987. But there is also disappointment that despite the windfall bonus of falling oil prices and the drop in the dollar, growth is not faster and French industry has not drawn more benefit from it. As in previous recovery cycles, much of the increase in internal demand has been siphoned off into imports and the expansion of exports has been slow.

So although Mr Edouard Balladur, the Finance Minister, has a faint glow of optimism about the performance of the economy, the fact remains that his government faces an increasing need to show results ahead of elections due to take place within 18 months.

Despite the disappointment at this "rapid" rate of expansion—as one foreign economist calls it—there are other signs of more fundamental changes at work which in the long run bode well for a higher level of sustainable growth.

The French car industry—indirectly the employer of one in 10 of France's industrial workforces—has begun to regain market share both domestically and in Europe. "This is a shift in trend from what we have seen in recent years," says Albert Merlin, chief economist of Saint Gobain, the glass and engineering group, "and for manufacturers of glass it is a good thing."

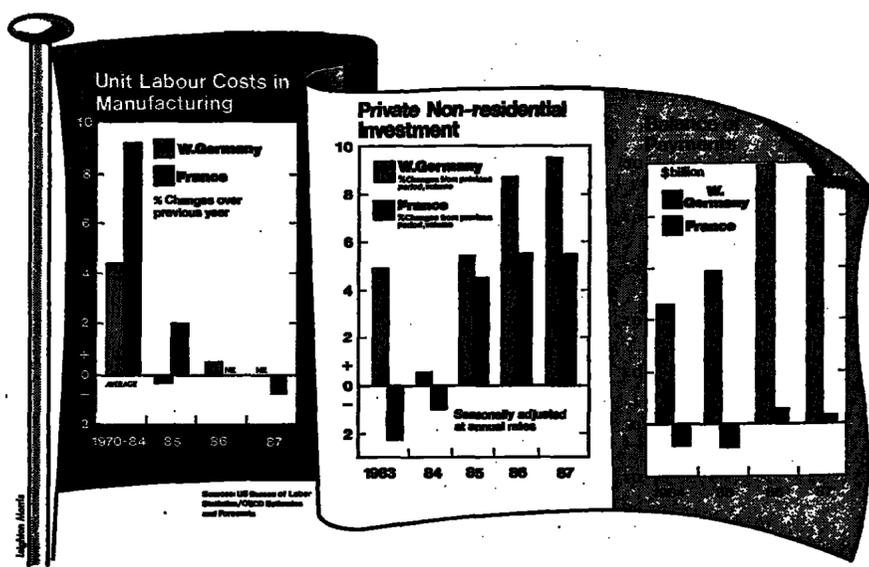
Of the broader signs of a turnaround, the most eye-catching is that unit labour costs in French manufacturing industry are now rising less rapidly than in Germany—thus giving France an important competitive advantage.

According to the OECD, France is the only major industrialised country in which unit labour costs in manufacturing will remain flat this year and fall in 1987.

Unlike Britain, where the recovery in growth has been accompanied by a steep upward climb in wages, France is now into its fourth year of wage restraint.

The Socialist Party's wages in 1982, after their ill-fated refutation of the economy, and in the succeeding years halted the automatic indexation of wage increases to rises in the consumer price index which ratcheted up inflation.

Restraint has remained the rule since, partly because of the pressures of unemployment. Employers also argue that there is a widespread acceptance that excessive wage claims risk damaging companies' profits-



THE FRENCH ECONOMY

A hard climb to higher growth

By David Housego in Paris

hility and hence their power to invest—although this does not explain why the same arguments have not led to wage restraint in Britain.

Notwithstanding a planned one-day strike by public employees over wages next month, there is little sign of the consensus falling apart.

The unions' readiness to peg wage settlements to a falling inflation rate is a key element in maintaining the downward pressure on inflation. Despite the April devaluation of the franc and the easing of price controls, inflation should fall to 2.5 per cent by the end of the year—and possibly lower in 1987. At that level the French are beginning to tell themselves that they have shed some of the inflationary habits that dogged their economy in the 1960s and 1970s.

The good news on salary costs and inflation has meant that French companies' profit ratios—which sagged badly in the late 1970s and early 1980s—are returning to levels comparable to those before the oil crisis. This has helped fuel a sharp climb in share prices on the Paris Bourse.

A buoyant Stock Exchange has also brought about a phenomenon relatively new in France—a surge of companies seeking to finance themselves through the equity market rather than through bank borrowing. Issues of new shares and certificates d'investissement (non-voting stock) by French companies have raised FFR 42.5bn on the Bourse so far

this year—three times last year's total of FFR 14.5bn. Investment is up—but not nearly as high as had been hoped for at this stage in the recovery. Investment in manufacturing industry expanded by an average 8 per cent in real terms over the two years 1984-1985. Much of this was carried out by the nationalised and larger private groups in the engineering, chemical, electronics, metal transformation and food industries. It now seems to be slowing down because the larger French companies judge that demand is slack.

But small and medium-sized businesses show signs of reversing the trend of recent years and stepping up their investment. Investment in housing also is gathering pace—the latter stimulated by recent government measures to promote real estate investment.

All of these factors, coupled with the relaxation of price and exchange controls, the prospect of privatisation and deregulation in the financial markets are bringing a major improvement in the business climate.

Nonetheless these factors have not been strong enough as yet to break through the straitjacket that has long held down the growth of the French economy. Because of competitive weaknesses in French industry, each resurgence of internal demand is accompanied by a surge of imports that

strains the trade account.

The recovery of the past year has in this sense been depressingly typical. While real GDP expanded by 2.3 per cent in the 15-month period July 1985-June 1986, imports rose by 4.6 per cent and exports stagnated. The trend in the second quarter of this year was even worse, real GDP rose by 1.1 per cent while imports shot up by 7.6 per cent.

Although the trade deficit has shrunk from FFR 93bn in 1982 to FFR 24bn last year—and the cumulative total of FFR 7.2bn on an adjusted basis for the first six months of 1986 suggests a continuing decline—the first half 1986 deficit remains disappointing in view of the expectation that windfall savings from falling oil prices and the dollar over the full year will total FFR 60bn.

But the pressures on the trade account should ease in the second half of the year as the increase in French purchasing power slows down while German incomes rise more rapidly. This will reverse conditions in the first half, when French demand was boosted by the increase in household purchasing power that stemmed from tax cuts initiated by the Socialists (pressures are worst when internal demand in France is rising more sharply than in Germany).

Thus the first half trade deficit should be transformed into a FFR 15-20bn surplus by the end of the year. French exports in the second half will also be helped by the delayed impact of the March devaluation

of the franc. And by next year they will also benefit from an expected rise in Airbus sales when the new A-320 comes onto the market.

The sobering overall lesson is that if France is to avoid running into problems on its trade account, it needs to maintain an economic growth rate that is a half a percentage point below that of West Germany. But with West Germany growing at 3 per cent, and an implied French growth rate of 2.5 per cent, France cannot hope to reduce the number of unemployed to 3.2m or 10.7 per cent of the workforce.

Hence the anguished cry of Mr Philippe Seguin, the Employment Minister, for more budgetary support for job creation measures in the belief that macro-economic action alone may be unable to prevent a rise in the number of jobless to 3.2m by the end of next year.

Despite continuing concern over the trade account, France has been building up a durable surplus on services in the current account. The surplus on service transactions climbed from FFR 24.7bn in 1984 to FFR 36bn last year and is likely to remain at that level in 1986—due to the levelling off of service payments on the foreign debt and the increase in tourist receipts, although tourism has been badly hit by the terrorist wave in Europe with France expecting 25-30 per cent fewer visitors from the US this year.

But for a nation that needs to import the bulk of its energy

requirements, service transactions are scant substitute for a substantial surplus on trade in industrial goods.

France has been losing market share in world manufacturer trade over the past 10 years and continues to do so—though there are signs that this may be flattening out.

The decline reflects the familiar problems of products ill-adapted to markets, quality, marketing and entrepreneurial flair. It also reflects the fact that French firms—more than their European competitors—were strongly entrenched in developing country markets which have been most seriously hit by the debt crisis.

Mr Balladur's economic policies, as reflected in the recent Budget are aimed at strengthening French industry's competitiveness by providing a more favourable business climate. They combine supply side measures like tax cuts, deregulation, and an improvement in market mechanisms, with an attempt to free more resources for the private sector by cutting down on government spending.

This approach increasingly has the support of the major parties in France. Where Mr Balladur comes under attack from the Socialists, and from some of his friends on the right, it is for his cuts in spending on aid and research budgets for industry and the lack of specific tax incentives for investment. French industry, nurtured by long years of state support could well suffer from withdrawal symptoms in the early phase.

Mr Balladur's approach is inevitably one that will take time to produce its full effects.

Thus, in spite of much publicised expenditure cuts, the French public sector borrowing requirement—the combined deficits of the state budget, the local authorities and the social security fund—will only return next year to the 1985 level of 2.6 per cent of GDP, rising to 2.8 per cent this year.

Mr Balladur's instincts are that long-term trends take time to reverse. He would be unlikely to risk initiatives that could strain the social consensus on which his government depends. Nobody thus expects him to push for a much faster rationalisation of the steel, shipyard, automobile or coal sectors.

The Bureau d'Informations de la Prévision Economique, the French forecasting institute which does long range sectoral analyses, assumes that the shift of resources to investment will continue with investment in manufacturing industry rising by an annual 4.8 per cent in the 1985-91 period.

On that basis, it sees France regaining in the years ahead a growth rate close to the 3 per cent it achieved between 1974-1979. There is nothing spectacular in that—but it could provide the building blocks for a higher sustainable rate in the 1990s.

Runners in the IMF stakes

The starting gun had hardly sounded before the front-runner to succeed Jacques de Larosière as managing director of the International Monetary Fund, the Dutch candidate Dr Onno Ruding, was out campaigning for the job.

Just to make absolutely certain that none of the finance ministers and central bankers attending the annual meeting of the IMF and the World Bank this week in Washington missed the point, Dr Ruding's government even went to the trouble of putting out a Press release.

"Dr Ruding available as managing director, IMF," as from January 1987," said the statement from the Royal Netherlands Embassy in Washington. Clearly Holland is rich in men who could quickly take over as the Dutch finance minister.

Another front-runner is the governor of the Bank of France, Michel Camdessus, who has the strong support of his government but the serious disadvantage of being the same nationality as the man who is retiring.

By tradition, of course, the

Men and Matters

job of IMF managing director goes to a European, just as the job of World Bank president is essentially an American appointment.

With the IMF remaining deeply involved in the economic and political crisis in Latin America for the next few years, and in the repercussions of the American budget and trade deficit, James Baker, US Treasury secretary, must expect his views to be taken firmly into account.

That could work against Dr Ruding who did not appear himself to the Americans in 1978 when he publicly questioned whether in presenting his "Baker Plan" for third world debtors, Baker had put enough emphasis on the importance of an early capital increase for the World Bank.

Hanser, Austrian-born, saw the value of his Acorn shares slump to a small fraction of the \$50m they were once worth, and was removed from the chair.

Now, however, he is an Olivetti vice-president in charge of research, and is formulating a new strategy for the group involving a string of new laboratories.

One in Cambridge is to be followed by two in the US.

After Acorn

Hermann Hanser, aged 37, co-founder of Acorn, the high-flying British computer company that plunged into the red last year, is back in the action with Olivetti after experiencing both stardom and ignominy in quick succession.

After Acorn had grown to annual sales of £100m within six years of its start-up in 1978, the Cambridge-based enterprise had to be rescued twice by Olivetti, the Italian electronics giant, which now owns 80 per cent of the company.

Now, however, he is an Olivetti vice-president in charge of research, and is formulating a new strategy for the group involving a string of new laboratories.

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Shipping of New York

WTS has 50 per cent of the newly-formed Good Earth Corporation, set up to raise foreign currency for China by developing projects in the country.

The interesting aspect of Good Earth is that inside China it will be financed and manned by the Chinese themselves. The Chinese 50 per cent of the company is being shared equally between the state-owned China International Centre for Technical and Economic Exchange (CITEC) and a company headed by Deng Pu Fang, eldest son of the Chinese leader Deng Xiaoping.

Called Kang Hua, that company is a commercially-oriented "pension fund" for 4m Chinese army veterans.

"Our Good Earth network spreads throughout China and will be an ideal means of researching and implementing potentially successful commercial arrangements," says Blaker.

Fund raisers

Delegates to the Labour Party conference in Blackpool who managed to tear themselves away from the mayoral address of welcome last night were surprised at what they found when they wandered round the display of exhibition stands spread around the town's Winter Gardens.

It is a much larger exhibition than in previous years, in keeping with the party's renewed emphasis on presentation. However, some of the stands do not fit in easily with the party's firm rejection of nuclear power which, it can be confidently predicted, will take place on Wednesday.

Two stalls are promoting British Nuclear Fuels and Nirex, the nuclear waste disposal agency.

Labour Party officials are sufficiently nervous about their presence to have sent an explanatory note to delegates pointing out the cash advantages to the financially-strapped party of having outside organisations take space in the exhibition—whatever the message they bring.



"You're not playing rugby against Cardiff police now lad—pull that helmet above your ears"

Companies will soon be able to have their own signature tunes—composed by Beethoven. In an imaginative arts sponsorship the Medic String Quartet is "auctioning off" a selection of Beethoven Quartets after its Elizabeth Hall concert on October 7.

A company, or individual who "purchases" one of the Quartets will have its name linked with it when it is performed throughout the world by the Medic, which is embarking on that "Everest" of chamber music—the complete Beethoven Quartet Cycle.

It hopes to raise up to \$40,000 from the project, and the quartet quotes range from £1,500 for any of the six variations on Opus 18 to £3,500 for the more demanding Opus 127. The Grosse Fugue can be yours for £2,500.

The Quartet will use the cash to increase its repertoire and has no compunction in pointing out the tax benefits now available for such arts sponsorship. After all Beethoven was de-

pendent on sponsors in his time, even if some of them, such as the Emperor Constantine, named after Napoleon, proved short stayers on the market.

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FOREIGN AFFAIRS: DEFENCE SPENDING AND BRITAIN'S ECONOMY

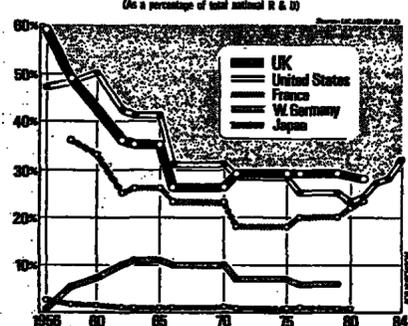
Tonic that failed to give a lift

By Ian Davidson

BRITAIN spends a higher proportion of its GNP on defence than any of its Nato allies apart from the US and Greece. It is this good for the British economy or bad?

The question is highly controversial. Some analysts have claimed that defence spending has been, at least in some countries, and in some circumstances, a powerful motor of technological development. Others have argued that it must be, by definition, non-productive, with a perverse effect on economic growth.

UK Commitment to military R & D (As a percentage of total national R & D)



Gross Expenditure on Research & Development (GERD) as a percentage of GNP and the Proportion Devoted to Defence

Table with 4 columns: Country, 1984, 1982, 1980, 1978. Rows include UK, US, France, West Germany, and Japan. The table shows GERD as a percentage of GNP and the proportion devoted to defence for each country across the four years.

2 per cent at sites producing consumer goods. I am not sure that the Sussex study proves its case. The authors admit that much of their evidence is necessarily anecdotal, that the whole area is under-researched, and that the impact of defence on the civilian economy may be, to some extent, untestable.

Ergas of the OECD, depends on whether the general environment favours the diffusion and adoption of new technologies, and in particular on whether national education and training systems are up to scratch.

In a forthcoming study called Does Technology Policy Matter? he examines three groups of countries: 1-Mission-oriented countries, which are primarily concerned with major projects of national significance, often with an emphasis on national defence.

Finally, it points out that much military R & D is inherently unsuitable for civilian application. Most military R & D tends to produce innovations. Much of the innovation on which civilian industry depends is, however, in improvement in the manufacturing process, not in new product development.

Lombard Tax breaks for venture capital

By Alice Rawsthorn

IN THE recent flow of share issues under the British Government's Business Expansion Scheme a company called Dix Belgravia is attempting to raise capital to set up in business as a building contractor and property developer.

There is nothing unusual about Dix Belgravia as a BES issue except that it is rather large, asking investors for £5m rather than the usual £1m or £2m; and that property developers were, in theory, excluded from the scheme by the last Budget.

Also like many other BES issues, Dix Belgravia is seeking capital not to establish a "new" company but a joint venture between two established businesses—in this case between Dix Building Services and Pringle Jones and Partners, a chartered surveyor.

Aerospace partners

From the director, European Public Relations, McDonnell Douglas.

Sir—I must take issue with Mr Darke's comments (September 12) about Airbus and the possibility of collaboration with McDonnell Douglas. In arguing the case for the independence of European industry—especially particularly Airbus—claimed that "partnerships between enterprises in both continents generally result in the Europeans being junior partners, picking up whatever remains after the Americans have captured the major high-tech, skilled and design part of the operation."

We have for many years been promoting the concept of international partnerships in aerospace—civil, military and space. We have put that concept into practice in respect of major projects.

Two other examples: British companies have, to date, carried out more than £500m-worth (\$754m) of work on the McDonnell Douglas Harpoon missile system bought by the UK. British companies are producing a wide range of high-tech products as a result of an agreement to purchase F-18 fighters. These products include carbon-fibre panels for all F-18 aircraft, including those built for the US.

R is right that there should be vigorous debate about the record of partnerships between European and American industry. The debate would, however, be more productive if it was based on the record rather than emotive judgments.

Letters to the Editor

be vigorous debate about the record of partnerships between European and American industry. The debate would, however, be more productive if it was based on the record rather than emotive judgments.

Geoffrey Norris, Aldermore House, 1, Albermarle St, W1.

A tax reform nobody needs

From Mr and Mrs M. G. Chase

Sir—With respect, Michael Prowse (September 23) is talking nonsense. As a married couple with only one income, we stand to benefit from the introduction of transferable tax allowances and were looking forward to that. Now it begins to look as if the opposing lobby is trying to argue it into the ground.

The current married man's allowance takes account of the fact that two people living together live more cheaply than two living apart, yet more expensively than a single person.

If it is essential, for whatever reason, to abolish the married man's allowance, let there at least be a substantial compensating increase in child benefit. But this would still be unfair on married couples with only one income whose children have left home.

We prefer Nigel Lawson's solution. M. G. Chase, 7 Chalfont Drive, Farnborough, Hants.

Time to make views known

From Mr C. Cortez

Sir—I have been trying to respond (and to encourage others to respond) to the Government's proposals for personal tax reform. I am entirely in agreement with Michael Prowse's arguments as to (1) the need to move to individual allowances to end the system of sex discrimination and (2) the disadvantages of transferable allowances. But I must vehemently disagree with his concluding hope that the green paper should "drown in a sea of spathy."

status. It is essential to impress upon the Government that it must introduce this change, even if further proposals for transferability get the big yawn.

May I suggest that a more constructive conclusion would be to urge all those who wish to see independent (non-transferable) individual tax allowances to drop a line saying so to: Inland Revenue policy division, Room 47 New Wing, Somerset House Strand, London, WC2R 1LR. Unfortunately, its deadline for comments is tomorrow.

C. Cortez, North Beches, Bluehouse Lane, Linsipfield, Surrey.

Wrong about Brazil—and Kafka

From Dr S. Griffith-Jones

Sir—John Redwood's article "The case for more Thatcherism" (September 17) says that poverty and social contrast characterize Brazil, Latin America's largest socialist state.

Brazil is not, and none of its governments have pretended to be, a socialist country. Quite the contrary. Between 1964 and 1968 the country was ruled by the military who assumed power on the excuse of "stopping the threat of Communism."

Brazil's economy is a mixed one, with both state and private capital playing an important role, and in this respect has many similarities with South Korea. It also shares with Korea a good record for growth in the past two decades; its record on income distribution is not very satisfactory, though this may change with the new democratic government. In the past two years, Brazil has been growing very fast, indeed, perhaps faster than any other economy in the world. Its volume of automobile production has already surpassed that of the UK.

It seems serious that such a distinguished figure as Mr Redwood should be so ill-informed about the largest Latin American country, and should rely, instead, on ideological assumptions.

Incidentally, as I am related to Kafka, I take a certain interest in his work. He was certainly no advocate of the free-market or an enemy of socialism as Mr Redwood seems to interpret; his work seems to

reflect a fear of large bureaucratic institutions, whether public or private, and representative governments, whether socialist or capitalist.

Though one can differ on interpretations of literature, I do not believe one can differ on facts. It seems that Mr Redwood's conclusion on Brazil is simply incorrect. (Dr) Stephany Griffith-Jones, 12 Leam Road, Brighton, Sussex.

The realities of nuclear life

From the vice-chairman, East Midlands Liberal Party

Sir—Your editorial (September 24) following the Liberal Party conference defence debate on the previous day will have little benefit from the high dissemination of technology, through education and training, industrial standardisation, and co-operative research. The drawback is a conservative bias, in favour of existing industries, and in favour of incremental rather than radical innovation, which makes companies vulnerable to more radical competitors: the German machine tool and Swiss watch industries were examples. But the depth and breadth of technical skills gives resilience for re-adjustment. Mr Ergas does not argue that

After Chernobyl, and with nuclear waste dumping as a current national issue laid alongside the agonising over nuclear arms reduction on the international stage, a lot of people in Britain are thinking uncomfortably about nuclear matters. Their conclusions will be many and various but none of them will be easy ones.

The puerile dismissal by the Labour Party of the facts of nuclear life contrasts with the baying submission of the Tories to the inevitable slavery which they believe we must endure under the nuclear economy yoke.

We have a Liberal leader who is prepared to recognise the realities of nuclear life faced with a democratic Liberal Party which through its 1986 conference representatives has expressed in an extremely close vote its detestation of the nuclear cage. Both leader and conference recognise the realities but at least have the courage to see that while adequate defence must be secured there are preferable objectives for them which may be achieved by negotiation.

The British people will be able to see with clarity a party which understands the dangers and wishes to take us to a new position, but whose leadership, which will continue to be supported by the party and its voters, knows how pragmatic and clear-headed it must be to achieve at one and the same time adequate levels of national defence and the long-term defence and energy requirements of the nation but with increased prospects of survival for our children.

Tony Wilkinson, Little Mount, Redhill, Surrey, Redford, Norfolk

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Roderick Oram on Wall Street Facing up to fickle currencies

IN A routine followed by dozens of dealers nightly except Saturdays, the senior vice president (foreign exchange) of a US-based international bank takes time out from family life in the New York suburbs to check forex markets in the Far East using his hand-held computer. He received a nasty shock on Sunday week ago: all indications on the previous Friday evening when he left Wall Street had pointed to the dollar falling further. But instead his computer tracked a rocket-like ascent.

Forex markets on the other side of the world had interpreted as bullish for the dollar the vague statements by European Finance Ministers and central bank governors, flying home from their Gineas, Scotland meeting about defending parties in the European Monetary System and the need for dollar stability.

Seeing the extreme volatility created by the markets' abrupt change in perception, the dealer knew many of his corporate customers would be nervous, and he could not resist trying to make some money out of the gyrations.

He arrived in his office at 8 pm on Sunday and stayed through to 11 pm on Monday with some hair-raising moments in between. At one stage in the early hours he got up to stretch his legs, the dollar fell 2 pips as he walked around the desk.

Having begun with a bang, the week ended with a whimper. Forex dealers hunkered down in their trenches last Friday as officials of the Group of Five industrialised countries met in Washington to discuss global economic policies.

No sensible forex dealer was in the mood to take a position, remembering the G-5 meeting a year earlier in New York. That week had begun with the group's Plaza agreement and a free-falling dollar and ended with Hurricane Gloria.

One year on forex dealers were in another storm, but this time he calmed in the eye. Behind lay the Baker-Peel war of words and Gineas, in front, the total unknown of the closed-door week-end meetings in Washington.

In the absence even of rumours, the midnight trader, glad perhaps of a respite after the punishing start to his week, joked about famous rumours of the past. One dealer during the Falklands war misunderstood a message about a telecommunications hitch. When "carrier loss" flashed on his screen he sold sterling like crazy, impressed by the frenzied activity, his boss asked him his position. "Terrific! I've shorted 25 million..."

Other signs also showed Friday was untypical of a New York market in which some 130 institutions turn over \$60bn a day. Just off the midnight trader's dealing room, a back office IBM PC was running a chess game. At least for once the shoe-shine boy could perform his at-desk service (\$1.50 a pair plus tip) without fear of being kicked by a hyper-tense trader.

If forced to make a guess, the traders would have expected little out of Washington on the magnitude of the Plaza agreement. But they were putting no money on the line while political statements were counting more than economic fundamentals.

Moreover, many said they had learned greater respect for central bank intervention during the past two or three years, particularly in the aftermath of the Plaza agreement. In nine weeks after the New York G-5 meeting, leading central banks spent about \$8.5bn to help drive down the dollar.

Although the central banks were clearly "kicking on an open door", the intervention showed a newly developed co-ordination.

In marked contrast were the attempts of US authorities to turn the tide of the weak dollar during the Carter Administration. The Federal Reserve Bank of New York, Washington's instrument of intervention, spent vast sums with little discernible effect.

The Fed demonstrated the key point about intervention: central banks cannot reverse a currency's trend for any length of time because their war chests are no match for the enormous flows of money in the markets. Thus, intervention is more to do with psychology through which central banks try to deliver a message.

Varying intervention styles leave New York foreign exchange dealers with strong feelings about each of the central banks. Opinions on Friday included:

The Fed - "Totally ineffectual... hamstringing because they take (intervention) orders from the Treasury." Bank of Japan - "Brutal... we're exhausted after they've intervened." West German Bundesbank - "Very aggressive... if they have a message they give it." Bank of England - "My favourite central bank... very subtle... forceful, but not brutal."

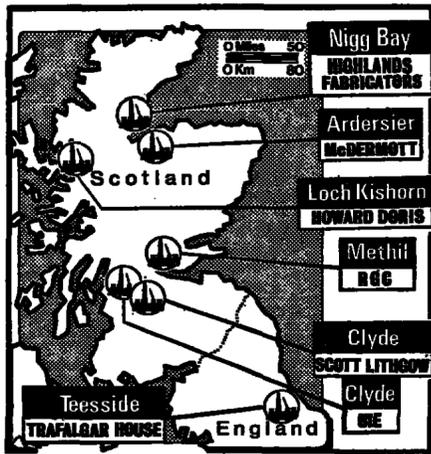
James Buxton in Edinburgh examines effects of the oil price slump

Gloom sweeps Scottish industry

A WAVE of pessimism has been sweeping Scotland about its industry in general and its oil industry in particular. The calling in last Friday of receivers at the Howard Doris offshore fabrication yard at Kishorn on the north-west coast will do nothing to abate the mood.

The oil industry is reckoned to have directly employed about 90,000 people in Scotland at its peak a year or so ago - about 5 per cent of the employed labour force.

Economists believe about 7,000 jobs have been lost in the past year, and the Royal Bank of Scotland estimates that a further 11,000 may go over the next three years. But people associated with the industry are pleading anxiously that a downturn in employment and in offshore activity is not, as some media reporting appears to suggest, synonymous with the disappearance of the industry altogether.



North Sea 13 mobile drilling rigs are thought to be at work, against 28 a year ago.

On land there was a sudden collapse of self-confidence earlier this year in Aberdeen, the principal centre for offshore activity, when the implications of the slump in the oil price came home. Property values collapsed, restaurants suddenly found they had empty tables and the once easy pickings for taxi drivers vanished.

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When the fashion in North Sea construction switched from a temporary flirtation with the concrete structures the Kishorn yard was designed to erect back to the use of steel.

Though Howard Doris successfully made the transformation - cutting employment to barely a third of the approximate 3,000 people it had on its books in its heyday - the outlook for the yard was already sombre when a financial crisis at Howard Doris's majority shareholder, the John Howard group, made the situation unsustainable.

Howard Doris was virtually no work in prospect after the completion of two modules for the French oil company Total, due around the end of the year. Mr Albert Granville, the managing director of Howard Doris, whose optimism had always previously been unshakeable, said a few days before the receivers moved in that the moth-balling of the yard early next year was almost unavoidable.

That would be bad for the 600 people still employed at Howard Doris - most of whom come from other parts of Scotland and northern Britain - but devastating for the whole impetuous area of Western Ross, which has no single source of spending to match Howard Doris.

On the east coast the Ardross yard on the Moray Firth owned by the US company McDermott faces an uncertain future when later this year it completes a jacket for Marathon's Brae 3 field. The yard employs about 1,000 people.

But the order, reckoned to be the last big fabrication order likely to be placed for many months, went instead to Highland Fabricators. The fourth major fabrication yard, the RGC facility at Methil in Fife, which belongs to Trafalgar House, has a healthy outlook with orders for Shell's Tern field platform and associated structures.

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THE LEX COLUMN

Agreement, but no agreement

The agreement to trample on the dollar, announced with such aplomb after last year's meeting at the Plaza Hotel, ranks among the rare successes of international co-operation among finance ministers.

Already on the way down when the Group of Five decided to give it a helping hand, the dollar has obligingly devalued itself by almost 30 per cent on a trade-weighted basis. Success has turned to embarrassment, and congratulatory to mutual suspicion, long before the G5 arrived in Washington to celebrate their anniversary.

This weekend there has been no quick fix. No agreement, in fact, to put a floor under the dollar, to cap the D-Mark and yen, or even to go in for a round of pro-dollar interest rate reductions.

Having gone into the weekend half expecting some new strategic agreement from the finance ministers, the currency markets will go to work this morning with half a mind to probe the limits of official tolerance. Contingency planning to avert a dollar collapse, which central bankers were doubtless putting in place yesterday, could be given an early test.

Intervention may well be necessary, and it may have to be more muscular than the dollar dumping which produced such gratifying results 12 months ago. With the Federal Reserve apparently unable to participate, much of the weight could be thrown upon the EMS central banks.

It is also not to be ruled out that the Japanese may decide to mount a yen-stabilisation operation on their own. Years of careful yen-depreciation can scarcely have dropped out of memory, and the absence of US pledges to steady the dollar (or even to stop talking it down) may cause the Bank of Japan to dust off the file labelled "managed exchange rate".

Initially, traders will be watching with interest to see exactly where the Bundesbank's pain threshold is located. Although the betting must be that the Bundesbank will resist attempts to drive the dollar far below DM 2, it may also see the attractions of a bear squeeze in uncharted levels lower down.

Whatever happens in immediate response to the disappointments of Washington, the markets will need to look again at the underlying position. Has the world in fact responded so well to the 1985 agree-

ment that everything will now come right without further prompting, given a bit more room?

At the time, the Plaza accord was clearly the best emergency package on offer, in ward off the gathering danger of a protectionist legislation in the US trade imbalance. Devaluation of the dollar was a necessary part of any non-protectionist plan to close the US market to cheap imports of manufactures, and restore the exporting sector of the US economy to something approaching international competitiveness.

Up to a point the strategy has worked. With surprising smoothness it has been possible to achieve a major realignment of currencies to more or less sustainable parities; the threat of protectionist legislation in Washington has receded.

Yet the actual progress of the US trade account has been one of progressively expanding deficits, as continual devaluation provokes hurried spurts of importing (at reduced margins) while exports lag behind.

If ever the foreign exchange adjustment were to level out, of course, the trade flows would eventually respond up to a point. What Mr Baker has tended to claim, however, is that a satisfactory balance can only be achieved if there is the additional encouragement of monetary relaxation in the two major trade surplus countries, West Germany and Japan. It seems to be one of the achievements of the latest meeting to have forced the US to accept that a half-point cut in the Bundesbank's discount rate is not going to make the US trade account come back into balance.

But it is equally important that there has been a realisation - on both sides - that dollar depreciation is not sufficient either. There is a long list of exporters to the US which have been exempted from the pain of currency adjustments, since their currencies are tied to the dollar.

The past year's realignment has not stopped a single shipment from Korea or Hong Kong. It would undoubtedly help to ease the tensions between the US and the main surplus countries if some package could be devised to stem this continued leakage.

It was obvious a year ago that without action to contain the budget deficit, depreciation would only accentuate the difficulties of financing a deficit that exceeds the available

domestic savings; in the end, non-US investors who worried about total return on their bonds would demand higher interest rates to compensate for the currency losses. It has not happened yet, but the risk that some US administration might eventually resort to domestic inflation as a means of keeping its real external debts under control still lurks in the shadows.

TSB allocation

How to feed the five million is a problem that could never have been solved by the TSB, or its advisers. With cheques for more than £300m chasing the issue, the challenge for Lazard Brothers was to find some combination of halloing and scaling down of application for TSB that would keep everybody sweet for British Gas.

About half the applicants will have got nothing at all, which in the case of larger applications is a small mercy; nobody is being punished by the allocation of too few shares to cover the price of success in the ballot (roughly 10 days' interest). But despite the return of something like two million cheques, even the smallest applications stand to be scaled back. As with BT, institutions will have to make up their weightings by scraping up a huge number of small crumbs.

Matching those weightings to the All-Share index is not going to be much easier than with BT, though at least the whole of TSB's equity is included in the sale. The pundits among the Actuaries have decided that TSB (and British Gas) are to be put into the index at the issue price, rather than at their value after a day's stalling - during which institutions will have been struggling to buy the stock at a premium.

Fund managers may wonder how far disgruntled trustees will be mollified by excuses about a footnote to the FT-A table, showing how this guaranteed underperformance has arisen, there may also be some sarcasm at the fact that TSB (unlike British Gas) will not be included in the FT-SE 100-Share index until the turn of the year; for the intervening period, FT-SE will be a touch less good at tracking a market where TSB has a significant weighting, and the various FT-SE instruments will be marginally less effective hedges.

Hopes fade over Mexico's ability to meet \$6bn loan deadline

BY PETER MONTAGNON IN WASHINGTON

HOPES were fading here last night that Mexico and its commercial bank creditors could meet today's deadline imposed by the International Monetary Fund for reaching agreement on a fresh \$6bn loan package.

With the two sides locked in talks aimed at breaking the deadlock here, pressure mounted from Western governments anxious to see an agreement ahead of the formal opening of the IMF's annual meeting tomorrow.

I certainly hope the deadline will be met. If it is not, we've got a problem," said Mr Paul Volcker, chairman of the US Federal Reserve Board.

Mr Gustavo Petricoli, Mexican Finance Minister, said: "We are closer than we were a week ago. We will have an announcement. I don't know what it's going to be."

Bankers said a major difference remained between the two sides on the question of interest rates for the

new loan. The banks are holding out for a margin of 1/2 per cent over London Eurocurrency deposit rates, while Mexico is prepared to pay only 1/4 per cent.

Western officials said both sides would have much to lose if the deadline was not met. "It's an issue between the US banks and the collective leadership of the international monetary system," said one senior official.

Failure to meet today's deadline would go deeper than a mere public relations setback for the so-called Baker Plan on easing the debt of developing countries, launched by the US at last year's IMF meeting in Seoul.

One fear is that the entire debt rescue package for Mexico worked out by the IMF in July would lapse. At the least Mexico would be unable to draw further for the time being on the \$1.6bn bridging loan provided by creditor governments and commercial banks.

However, commercial bankers said the interest margin sought by Mexico was too low given the 17-year maturity now under discussion for the new loan package. One participant in the negotiations described it as "concessional" rather than "bankable". He said it would lead to an unhealthy precedent.

In recent days the talks between the two sides became more tense as Mexico sought to exploit the pressure created by today's looming deadline. Mexico is understood to have warned again that it might have to withhold interest payments to foreign creditors if an agreement could not be reached.

With other parts of the rescue package, including a \$1.6bn Paris Club rescheduling agreement from creditor governments now in place, bankers worry that they are becoming isolated. "We have been painted into a corner," said one.

His satisfaction was not universal. Polls have shown the American public to be ambivalent about the measure and unsure about its effects. Some economists worry that it may reduce the sluggish American economy into a recession.

Senator John Danforth, a Missouri Republican, warned that the bill would make American industry less competitive, worsen the nation's trade deficit, harm universities and limit charitable donations.

The massive restructuring of the tax code will replace the 14 current tax brackets with two - at 15 per cent and 28 per cent - taking effect in 1988. The top tax rate for individuals has been slashed from 50 per cent to 38.5 per cent from next year to a hidden top rate of 28 per cent in 1988.

The top corporate rate will be cut from 46 per cent to 34 per cent, but business will ultimately lose many of its deductions and shelters at an estimated cost of \$120bn over the next five years.

About 80 per cent of the taxpayers will be taxed at the 15 per cent rate, and 6m low-income Americans are expected to come off the tax rolls altogether. Wealthy Americans who have not used income shelters to avoid taxes will be the biggest beneficiaries. Most taxpayers will receive small reductions, and some middle-class taxpayers will have to pay more.

In order to raise revenue, the bill ends capital gains preferences, and deductions for sales taxes, phases out deductions given for interest payments and imposes a new minimum tax on businesses and the wealthy.

"Not bad," said Mr Hartnell. "I don't think we did enough business with the Bank of England, but to engage very nearly a trade a minute for two hours is not bad."

Reagan tax plan clears its final hurdle

By Nancy Dunne in Washington

PRESIDENT RONALD REAGAN will this week sign legislation for the biggest post-war overhaul in the US tax system following overwhelming approval for the measures in the Senate on Saturday.

The legislation, passed two days after the House of Representatives gave its approval, will make far-reaching changes in investment and spending by individuals and companies.

President Reagan has pushed the measure as a "second American revolution" in response to public outrage over the loopholes available to the wealthy and corporations. On Saturday he hailed the measure as one the American people "can be proud of, one that is fair, simpler for most people, one that encourages growth and that is pro-family."

His satisfaction was not universal. Polls have shown the American public to be ambivalent about the measure and unsure about its effects. Some economists worry that it may reduce the sluggish American economy into a recession.

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Peking and De Beers in diamond link

Continued from Page 1

istered in Panama but shares a registered London office with Chichester Diamond Services, a diamond broker of almost the same name with which it has no other direct connection. The offices in Chichester house Street are a few yards away from CSO headquarters.

Mining companies are traditionally secretive about prospecting for fear of alerting competitors. But the over-riding consideration in this case was the need to avoid embarrassing the Chinese Government.

| Area | Temp | Wind | Cloud | Area | Temp | Wind | Cloud |
|--------------|------|------|-------|------------|------|------|-------|
| Algeria | 24 | 7 | 72 | London | 22 | 7 | 72 |
| Amman | 25 | 7 | 77 | Madrid | 17 | 6 | 63 |
| Antwerp | 18 | 11 | 77 | Manchester | 17 | 6 | 63 |
| Athens | 28 | 8 | 80 | Paris | 17 | 6 | 63 |
| Bahia | 28 | 8 | 80 | Prague | 17 | 6 | 63 |
| Bangkok | 30 | 8 | 80 | Rome | 17 | 6 | 63 |
| Bombay | 30 | 8 | 80 | Sao Paulo | 17 | 6 | 63 |
| Buenos Aires | 18 | 11 | 77 | Seoul | 17 | 6 | 63 |
| Calcutta | 30 | 8 | 80 | Stockholm | 17 | 6 | 63 |
| Cairo | 28 | 8 | 80 | Taipei | 17 | 6 | 63 |
| Canton | 28 | 8 | 80 | Tokyo | 17 | 6 | 63 |
| Chongqing | 28 | 8 | 80 | Washington | 17 | 6 | 63 |
| Cebu | 28 | 8 | 80 | Wellington | 17 | 6 | 63 |
| Colon | 28 | 8 | 80 | Zurich | 17 | 6 | 63 |
| Hankow | 28 | 8 | 80 | | | | |
| Hong Kong | 28 | 8 | 80 | | | | |
| Kobe | 28 | 8 | 80 | | | | |
| London | 22 | 7 | 72 | | | | |
| Lyons | 17 | 6 | 63 | | | | |
| Manila | 28 | 8 | 80 | | | | |
| Medan | 28 | 8 | 80 | | | | |
| Osaka | 28 | 8 | 80 | | | | |
| Shanghai | 28 | 8 | 80 | | | | |
| Singapore | 28 | 8 | 80 | | | | |
| Sourabaya | 28 | 8 | 80 | | | | |
| Tientsin | 28 | 8 | 80 | | | | |
| Yokohama | 28 | 8 | 80 | | | | |

Big Bang test for dealers

Continued from Page 1

reached £2.6bn - both figures worse than the market had been told to expect.

A flurry of activity ensued when the Bank issued another small top stock. Then at 11 am, it was all over for the dealers. The settlements systems then began to sort out the interlocking bargains between the market makers, the inter-dealer brokers who act as an anonymous interface between them, and the Bank of England officials.

"Not bad," said Mr Hartnell. "I don't think we did enough business with the Bank of England, but to engage very nearly a trade a minute for two hours is not bad."

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SECTION III
FINANCIAL TIMES SURVEY

China's Natural Resources

METALS AND MINERALS

China has rich resources of metals and minerals but faces enormous difficulties in bringing them into production

An unexploited treasure trove

By Stefan Wagstyl

HUANG CHONGKE spread a map of China in front of him and swept his hand across province after province saying: "China has very rich reserves of many minerals. We have enough to last our people to the end of this century and into the next century."

Huang, an associate chief geologist at the Ministry of Geology and Mineral Resources, pointed out where some of the world's largest deposits of coal, oil, iron ore, bauxite, gold and other minerals lie.

But Chinese government officials have learnt to temper their excitement with caution when they talk of developing these riches.

For while they are as confident as ever of the potential value of China's natural resources they are more aware than before of the enormous difficulties which stand in the way of bringing them into production—the cost of modern mines and processing plants, inadequate electricity supplies and poor transport links between mines and industrial centres.

Moreover, they concede that although China's resources of most minerals are abundant, the quality of many of the deposits is poor, which makes them costly and difficult to exploit.

As a result, while China has

made itself virtually self-sufficient in coal and oil, it remains a net importer of iron ore and most non-ferrous metals.

Chinese planners concede that the country will still be importing iron and copper ore in the year 2000. But they hope that the country will, during the 1990s, become a growing net exporter of metals and minerals.

The state of China's natural resources industries is a picture of contradictions—at a mine, workers with picks and shovels

labour alongside modern Japanese-built excavators. At an ore treatment plant, one line is controlled by sophisticated West German computers, while another relies on women picking out lumps of waste from ore by hand.

Coal output has expanded quickly, enabling China to export increasing amounts. But so poor are rail links that on occasion the cities of the south have to import coal from Australia rather than from northern China where most of the mines are found.

Almost every industry can boast its prestige modern plant, built on a scale which dwarfs traditional mines and smelters. But in many metals and minerals it is still the small producers which account for much of the output. For example, only



Steady in contrast: shovels and primitive transport at a coal mine and giant digger and modern truck at Nanshu graphite mine, Shandong province



two of China's 30 aluminium smelters are large by international standards.

Indeed, these small-scale enterprises, which are typically not owned by the state but by local authorities and sometimes private individuals, have probably grown in importance in the last 10 years, encouraged to raise output by the economic liberalisation which has characterised the policies of Deng Xiaoping, the paramount leader.

In mining, while the future may belong to the mechanical excavator, peasants with picks and shovels and horse-drawn carts will be at work for a long time to come.

This is implicitly recognised in the (revised) 1986-90 Five Year Plan which strongly emphasises a cautious approach to economic growth and great restraint in the spending

of foreign exchange.

China has learnt a lesson from the late 1970s and early 1980s when in the first flush of Deng's policy of opening up to the West, a whole host of large projects was launched only to be subsequently cancelled because China could not afford the capital costs. Prior to the US, which had a contract to build a modern mine at Dexing, China's largest copper mine, was only one of a number of western companies whose hopes were dashed.

For 1986-90, the target for industrial output growth is set at 7.5 per cent a year, compared with an average of 12 per cent for 1980-85. Capital investment is to stay at the same level as 1985 until the end of 1987 with the possibility of a modest increase thereafter. Throughout, the modernisation of existing enterprises is to have

priority over new construction schemes.

Zhao Ziyang, China's premier, warned in his report on the Five Year Plan about the dangers of "excessively rapid growth."

However, within this cautious framework, the exploitation of natural resources is to be a higher priority than before, especially the development of energy to help care China's chronic shortage of electricity supply.

Zhao said: "There is still an acute shortage of energy and of raw and semi-finished materials and the capacity to transport is grossly inadequate."

The targets are modest enough by the standards of previous plans—coal output is to rise by 150m tonnes to 1bn tonnes by 1990, with an emphasis on developing small and medium-sized mines rather than the large ones favoured in

the past. Crude oil production is to be increased by 25m tonnes to 150m tonnes, with considerable stress on renovating old oil fields, especially Daqing, in north east China, to make the best of their dwindling reserves.

In metals, steel output is to increase from 46.6m tonnes last year to 55m-56m tonnes, an increase of 18 to 24 per cent. The capacity of iron ore mines, which last year produced 132m tonnes of ore, is to be increased by 42m tonnes. But the ubiquitous problem of low-grade deposits is at its worst in iron ore—only 7.4 per cent of China's reserve contains more than 34 per cent iron, one of the lowest proportions in the world.

The non-ferrous metals industry has more ambitious goals. In the past the industry complained that it was being starved of resources by the Ministry of Metallurgical Indus-

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try, which favoured the development of steel. An independent China National Non-Ferrous Metals Industry Corporation (CNNC) was created and took full responsibility for the industry last year.

It plans to raise total output of non-ferrous metals by nearly 45 per cent by 1990. Aluminium has been singled out for particularly rapid expansion, with a target of 420,000 tonne increase in output by 1990.

Western traders estimate output was 400,000 to 450,000 tonnes last year—which would make the planned increase 100 per cent.

CNNC is anxious to reduce the deficit in China's non-ferrous metals trade which last year totalled \$400m. Imports at \$800m were double exports. This year, imports have been cut back sharply to save foreign exchange but traders say they are likely to pick up again as stocks are run down.

The development of natural resources is closely tied into the geographical expansion of China's economy. Mines which date back to the 1960s and before are mostly in eastern parts of the country, where the bulk of China's population and industry are found. But the Government

wants to exploit the mineral resources of the less highly populated central and western regions, partly because there are huge potential sources of hydro-power and partly to help bring industrialisation to economically backward provinces.

Unfortunately for Peking this policy is expensive because of the cost of building new plants in remote areas and of linking them by rail or road to industrial cities. Nevertheless, the Government is pressing ahead, albeit selectively.

For western companies the prospects of profiting from the expansion of China's natural resources industries look less exciting than they did a few years ago. This year is a far cry from 1978 when one British construction engineering company alone had 98 engineers in Peking working on a host of big projects.

The substantial contracts are still there but they come more rarely and more slowly. For example, Fecthney, the French aluminium company, and George Wimpey, the UK construction group, have been involved in feasibility studies for a \$700m aluminium complex since 1984 and the scheme has still not been given a definite go-ahead.

However, there are more modest opportunities to be found. China is very keen on construction projects where the bulk of the work can be carried out in China with only key pieces of equipment imported from abroad. The country also needs help from industrialised countries in improving existing plants by modernisation or better management techniques.

But companies should not expect too many repeat orders for the same equipment—China is quick to save foreign exchange by building copies.

Nanshu graphite mine, Shandong, has recently bought a Japanese processing plant. Zu Deren, the deputy manager, says: "We have bought this know-how. So now it's become our know-how. We don't need to import it again."

Meanwhile, traders will benefit from China's continuing need to import raw materials and its desire to increase exports in basic industries.

In non-ferrous metals, the newly-established CNNC says that it will gear its plans to some extent to the international market—it is no accident that it has chosen to concentrate on expanding aluminium and zinc, while giving a low priority to copper, for the outlook for world copper prices is particularly depressed.

But the most significant admission China has made of its need to rely on imported raw materials for a long time to come is the investment it is making or considering making in mines and smelters overseas.

There could hardly be a clearer sign of the cautious approach China is now taking to the development of its own natural resources.

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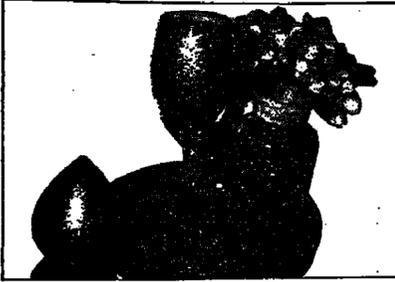
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China's Natural Resources 2

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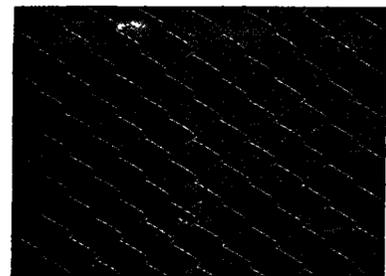
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Offshore Oil

Terms eased by Peking as oil price flags

IN THE space of about six years, the international oil industry's opinion on offshore China has performed a remarkable about-turn. From being regarded initially as the "last great frontier" for oil exploration, the region has now become "the disappointment of the 1980s."

Oil prices hovering between \$10 and \$15 per barrel simply exacerbated an already bad situation. As interest in exploration slackened, and companies were forced to reconsider—privately if not publicly—the economics of oil and gas discoveries under development, the Government is finally loosening its less-than-generous petroleum legislation.

Since China's second offshore bidding round closed last August, only seven new contracts have been signed. Recognizing that some new incentive was necessary to waken any interest in the flagging international petroleum market, the Government is exhibiting more flexibility in its negotiations and adjusting terms according to a company's situation.

For blocks awarded in the second round, the Government has dropped its 12.5 per cent royalty on fields producing less than 1m tonnes annually, about 20,000 bbl. Royalty payments for those fields exceeding this level of production will be renegotiated.

There have also been some indications from the Government that the entire royalty system itself is under re-examination, and could be dropped altogether.

Another incentive to the foreign companies is a proposed reduction of the contractual requirement for employment and training of Chinese personnel. A common complaint by companies was that workers were hired at western rates of pay but themselves only received the standard Chinese rate. The difference went to the Government.

A significant change will be the Government's decision to abandon the obligation on contractors to drill so-called "marginal" areas, that is areas of lower prospectivity, should they wish to explore more highly-rated areas. Neverthe-

less, to many specialists who have worked on oil exploration offshore China, prospects in the area are almost uniformly low.

In the South China Sea, the drilling of more than 40 exploration wells has produced only nine oil or gas discoveries. In the Yellow Sea, five exploration wells have registered oil or gas shows.

Of these discoveries, there is no guarantee that, at current oil prices, their development will be an economic proposition. The resulting disillusionment has led most in the oil industry to write off offshore China.

At first sight, it appears unlikely that the vast area offshore China could have been adequately explored with just 40 to 50 wells. At the end of 1985, over 98,000 sq km offshore were held under licensing rights. With the announcement of the second offshore bidding round, a further 106,300 sq km were added to the total.

However, the specialists maintain that their disillusionment is correct. The reason is that the geological structure of offshore China is far less complex than say, in the North Sea. Therefore, they add, the wells drilled so far provide an adequate assessment of the region's potential.

But by far the greatest geological problem is the lack of adequate source rock. This is the strata which actually generates the oil and gas, after it has been heated through burial under huge thicknesses of later sediments. In the case of offshore China, there is too little of this source rock to have generated large quantities of hydrocarbons.

Another, and perhaps more serious, problem, say the specialists, is that what source rock is present, has not even been adequately buried and heated to have generated the oil and gas in the first place.

The problems do not stop there. Some in the oil industry feel that there are no more larger structures to be tested. They maintain that all the larger prospects, called somewhat appropriately, "the golden babies" have already been drilled. The consensus is that it is highly improbable that there could be any new discoveries greater than 10m barrels.

It is the quality of the oil which has been found that puts the final nail in the coffin. The oil is highly waxy. Wax contents of over 25 per cent have been reported, making production difficult.

It also has a low gas content, making production even worse, as the presence of gas in oil helps to push it through a well. Therefore, although on testing some discovery wells were reported as having very high flow rates, sometimes over 10,000 bbl, this flow simply cannot be sustained.

"And it's just the same offshore," was the exasperated comment of one senior executive. As an illustration of the problem, it has been reported that some wells in mainland China are being drilled without blow-out preventers.

Although present oil prices create a huge uncertainty factor in field economics, developments are underway. The Cheongbei field in the Bohai Gulf, a Sino-Japanese joint venture, is expected to produce 3,000 bbl for five years, when additional output comes on stream by early next year.

Development of Arco's Yacheng gas discovery is still proceeding. Costs of the project, developed in the Bohai Gulf, with the first gas deliveries expected in late 1989.

Whatever China's current sentiments towards the Organisation of Petroleum Exporting Countries over cut-



China's Oil and Gas

The Total-operated Weizhou field in the Beibu Gulf, is expected to produce an initial output of up to 14,000 bbl starting late this year. The largest offshore potential producer is the Japan-China Oil Development Corporation's Bo Zhong field in the Bohai Gulf. Production from this field is expected to begin in 1987. Output is expected to peak at a rate of 24,000 bbl by 1990.

Maria Kielmas

Onshore Oil

Leaping towards 1990 target

CHINA'S ONSHORE oilfields have made an astonishing leap forward since 1984. Last year production reached 124.8 million tonnes, exceeding what seemed a like a permanent plateau of 100 million in the years 1979-83. The target of 150 million tonnes by 1990 now seems not unrealistic in the light of the exploration and development of the last few years.

Confounding the pessimists, the Chinese have discovered substantial fresh deposits and put technology to solve problems in the older fields, especially Daqing. Contrary to the expectations of the early 1980s, the offshore blocks are not producing more than a tiny fraction of the total output.

The big hope for growth now is offshore in the east and south China, but this is likely to give few opportunities for western companies. Along with other energy sources, oil is crucial to the success of China's development. Last year it exported 30 million tonnes of crude—a valuable contribution to foreign exchange earnings which will be hit in 1988 by falling world prices.

More importantly, oil is vitally necessary to fuel industry and transport. This is especially true in east China, where at any one time around a third of industrial capacity is idle because of power cuts.

Some 20 million tonnes of 1980's projects increase over 1985 is planned to come from stepped-up production in east and central China, much of it probably from the new oilfield at Gudong, near Shengli in Shandong province. Chinese oilmen are predicting that Shengli (including Gudong) may in due course rival in output China's top oilfield, Daqing.

Gudong, close to the mouth of the Yellow river in Shandong, produced an estimated 2 million tonnes in 1985 and is now on line for over 3 million this year. Eight million tonnes is the target for 1987. At Gudong, more than 30,000 workers have drilled 416 wells, laid 321 km of oil and gas pipe and set up 148 km of power transmission lines.

For decades China was regarded as a country with few oil resources. Even during the period of Sino-Soviet friendship in the 1950s, Russian engineers were unable to find major oilfields. Small amounts were produced in the far west, where for centuries tribesmen had used oily surface deposits for their lamps. Not until the early 1960s did the Chinese find and exploit the major field at Daqing in Heilongjiang.

For 20 years, Daqing has been the backbone of the Chinese industry. Of total Chinese output last year, Daqing contributed 15.5 million tonnes. This field reached peak production several years ago, since when China has increasingly sought foreign money and technology to improve the oil recovery rate and to drill in peripheral areas.

It is evidently a hard fight to keep production up to present

levels. Engineers started using water injection six years ago to maintain oil pressure. "We have to ascertain first which oil-bearing strata already contain water and which do not, and locate strata 2-5 centimetres thick," Mr Wang Demin, chief engineer, told China's official Xinhua news agency.

Daqing has had World Bank and Japanese loans which have helped it acquire technical assistance plus foreign drilling and seismic equipment, as well as production and surface facilities. Among the latest foreigners to show interest in providing technology are Canadian oilmen from Alberta, which is twinned with Heilongjiang.

Mr Bob Snyder, chairman of the Edmonton Economic Development Authority, said after a visit to Daqing last year that the field needed water-oil separators, non-corrosive pipelines and equipment as well as seismic interpretation to ensure recovery.

China's second largest field, Shengli in Shandong province, has also been on stream since the 1960s. Last year it produced 27m tonnes of oil, a notable success after a fall between 1979 and 1983.

The 1990 goal for the field (including Gudong) is 50m tonnes, which Japanese specialists believe is realistic if China makes the necessary investment. Recent exploration has led to the finding of around 500m tonnes of further reserves.

Third in size is Huabei ("North China"), producing since 1976, which now generates some 10m tonnes of crude annually. A peak of 17m tonnes in 1978 has not been matched since.

This is because Huabei is of the "buried hill" formation type which gives high production at the outset but has a fast depletion rate. To maintain steady output, the oilmen adopted techniques such as pumping emulsifying acids into the wells to dissolve obstructions.

They also tried a new chemical agent to control the flow of water in the wells. Improved water injection methods have reportedly helped to restore natural pressure.

Other important and conveniently located fields are Liaobei, in Liaoning province, and Zhongyuan ("Central China") with a 1985 output of 8m and 5.5m tonnes respectively. Japanese specialists believe these fields may both reach 10m tonnes by 1990.

Far more isolated are Karasai in north-west Xinjiang and the Qaidam basin in Qinghai, producing a few million tonnes a year but unlikely to see much development because of their remote location.

Unlike offshore, foreign involvement onshore has been limited mainly to survey work under contract. Last year Peking announced that foreign companies would be allowed to search for oil in ten so-far unexplored provinces, but with present low oil price levels few westerners seem likely to take up the challenge.

Colina MacDougall

Gansu Metals and Minerals

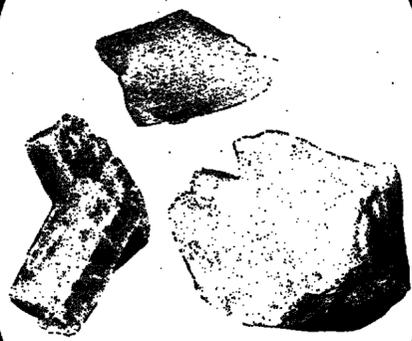
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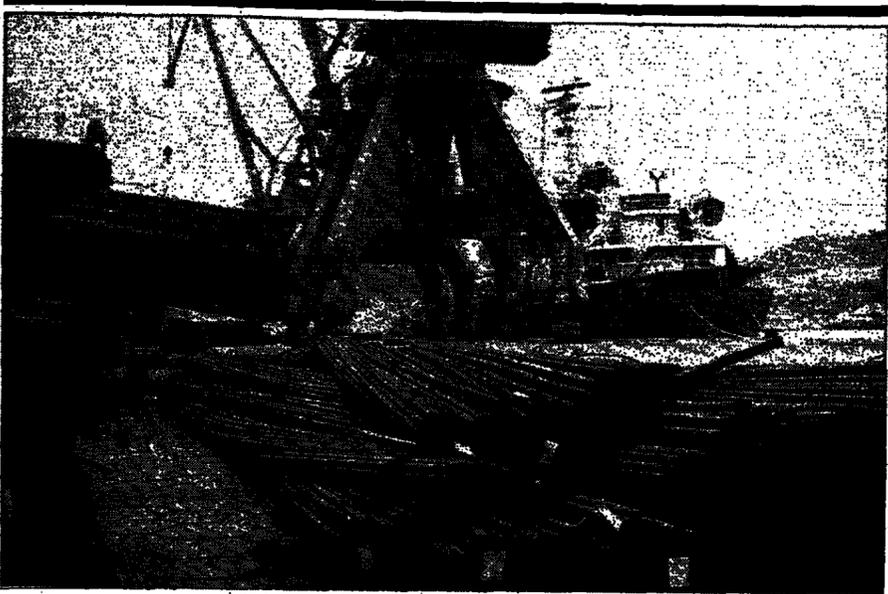
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China's Natural Resources 3



Metal products on the quayside of Shouzhen Harbour

Metal Exports

Price fall cuts tin trading

CHINA'S TIN industry has been plunged into turmoil by the collapse of the International Tin Agreement, which supported world prices for nearly 30 years. The fall in prices which has followed the International Tin Council's default last October has led to a sharp cut in Chinese exports of tin, traditionally one of the country's most important foreign exchange earners.

China, one of the largest tin exporting states, consistently refused to join the pact. But it took advantage of the high prices achieved by the ITA, selling tin abroad whilst denying charges from ITA members that it was flooding the market. Last year China increased tin exports by 89 per cent to 7,249 tonnes. This year it has cut back as rapidly as it expanded—tin exports fell from 2,390 tonnes in the last quarter of 1985 to just 476 tonnes in the first three months of 1986. Western traders

say that sales have since recovered somewhat but they will still be far short of last year. With tin trading at 60 per cent below the levels seen before the default of the International Tin Council, the reduction in China's foreign exchange earnings will be even greater than the fall in export tonnages. Chinese industry officials say that although exports will be lower this year output will stay unchanged and more tin will be directed to the home market. Mr Zhu Zu Bao, deputy manager of China National Metals and Minerals Import and Export Corporation in Yunnan Province, which produces at least half of China's tin, says: "The international market is not so good. If we export now we will lose out. But the market in our own country is getting bigger and bigger." However, western traders are not convinced that China can

reallocate its supplies so quickly. They believe that provincial export managers will be tempted to continue selling abroad to earn foreign exchange whatever the tin price. China does not publish output of consumption figures. But western traders estimate that production fell from a peak of 25,000 tonnes in the late 1970s to about 15,000 tonnes in the late 1970s before recovering to about 20,000 tonnes last year, partly as a result of a drive to increase exports to take advantage of ITC-supported prices and partly as a result of the opening up of new mines. The oldest and largest source of tin in China is Gejiu, Yunnan, which is known as "The Kingdom of Tin". The hills surrounding the city of 100,000 people are scarred with the red gashes of rock exposed by open-pit mining. Smelters belch smoke day and night.

For decades grimy Gejiu has been one of the wealthiest cities of China's remote interior, exploiting the northern end of the steeply rising tin ore runs through Burma, Thailand, Malaysia and Indonesia. Large-scale mining techniques were brought in early in the twentieth century after the French colonial rulers of Indo-China built a railway south to the Vietnamese port of Haiphong. But the very rich deposits are slowly being exhausted. Gejiu's output has fallen from a peak of 20,000 tonnes a year in the 1960s, when it accounted for almost all of China's tin. Mr Zhu says that the average grade of ore processed has fallen from over 0.5 per cent to 0.2-0.4 per cent, stimulated by the price-support activities of the International Tin Council, output has recovered from a low of 7,000 tonnes in the early 1970s and, according to Mr Zhu can be maintained at 10,000 tonnes a year for the foreseeable future.

However, China's second largest tin mining area at Dachang, Guangxi, which has been developed since the 1950s, is gaining in national importance. Mr Guo Wansheng, vice president of the China National Non-Ferrous Metals Import and Export Corporation, told Australian businessmen in May that both the Yunnan Tin Industry Corporation (the state-owned company which dominates Gejiu) and Dachang would be enlarged and expanded under the 1986-90 Five Year Plan using, in part, imported technology and equipment. Foreign companies have been involved in the past in the tin industry—albeit on a modest scale, most recently the US engineering group John Brown completed a modernisation contract at Gejiu.

There is room for improvement in the industry. The proportion of tin recovered from the ore at Gejiu is 55 per cent, according to Mr Zhu, which is very low by world standards. The figure could well be lower in other tin producing areas since concentrator plants and smelters are much smaller than at Gejiu. Part of the problem is that tin particles in Chinese ore are small by comparison with Malaysian and so are difficult to treat but western engineers say that poor ore processing technology is also to blame. On top of this, electricity shortages mean that production at Gejiu and at Dachang is often interrupted by power cuts.

Under the Five Year Plan a portion of tin recovery in the industry is to raise the amount of by-products recovered from the ore—there are valuable traces of germanium, gallium, and cadmium, as well as copper, silver and gold. However, for as long as the current slump in world tin prices persists it seems likely that investment in tin will have a low priority for China's non-ferrous metals industry.

The same is true for China's second traditional export metal—tungsten. Mr Huang Chongke, an associate chief geologist at the Ministry of Geol-

ogy and Mineral Resources, says that China has been limiting tungsten production for many years. Exports have moved erratically downwards in recent years from 26,000 tonnes of metal in concentrates in 1981 to 21,000 tonnes last year. In the first quarter of 1986 they totalled 4,308 tonnes.

China, with about 40 per cent of the world export market, has been hit by a relentless slide in prices, which has reflected poor demand in the steel industry, the biggest customer. In the past four years tungsten has fallen from over \$140 a kilo to \$40. There is little sign of a recovery.

China has about half the world's reserves of tungsten, found mainly in the south, with the biggest production centre in Jiangxi Province. Mr Chongke says: "There's very little tungsten in the west. The problem is people are using other materials." As a result, China's tungsten industry suffers from a lack of investment—technology is poor and the proportion of tungsten recovered from ore is sometimes as low as 30 per cent according to Western engineers.

Moreover, China lacks the plant needed to convert semi-processed tungsten concentrates into more valuable finished products. Chinese officials are well aware of their difficulties. Last year, the China Tungsten Industry Association was established at Nanchang, Jiangxi, to promote the development and overseas marketing of value-added products. But it is hard to see how state planners would be justified giving extra resources to the industry at this time.

By contrast, the rare earths industry is attracting investment in the hope of increasing its export earnings in potentially valuable markets. Last year, China, the second largest producer after the US, processed an estimated 9,000 tonnes of rare earth oxide (REO), more than half of which was exported. Export earnings have however been modest—averaging \$30m a year in the past five years, according to Chinese officials.

Rare earths are compounds of about 20 elements which are found in small quantities in very few parts of the world. However, since their uses are limited rare earths are not generally in short supply. This is particularly true of mixed rare earth compounds, made up of metals extracted together from the same ore. These unseparated rare earths, used in steelmaking, glass and ceramics, and in cigarette lighter flints, are valued at about \$150 a kilogram of contained REO.

However, there is increasing demand for rare earths separated into individual compounds and metals—for use in high technology industries. These products can sell for \$1,000 a kg and more. Most of China's exports have so far consisted of unseparated rare earths, but the industry is investing in separation technology. The techniques are difficult to learn. It was only in the late 1970s that China was able to produce concentrates of 90 per cent REO-content, the minimum for separation.

Since then Yue Long, near Shanghai, China's most advanced rare earths plant has concentrated on separated products, which now account for some 70 per cent of its 1,000 tonnes-a-year output. Its best-selling export is yttrium oxide, a powder used in coating television screens. A much larger plant at Baotou, Inner Mongolia, which has hitherto specialised in lighter flints, has also expanded high purity production and last year installed its third separation line. Baotou, with a total capacity of 5,000-6,000 tonnes a year, is not far from Bayan Obo, an iron ore mine which is China's largest source of rare earths.

In rare earths separated rivals who include Motecorp of the US, the British group Johnson Matthey, and several Japanese companies. Stefan Wagstyl

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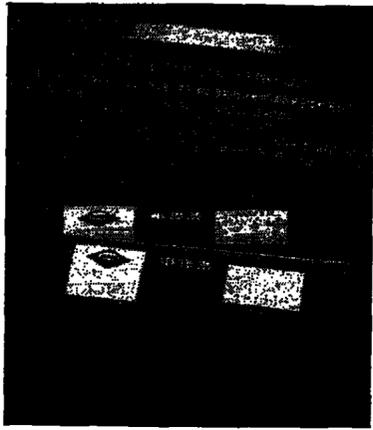


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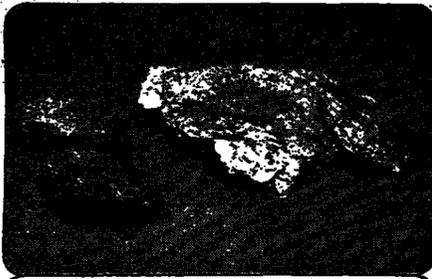
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China's Natural Resources 4

Aluminium

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CHINA HAS singled out aluminium from other non-ferrous metals for particularly rapid expansion under the 1986-90 five-year plan. But the difficulties the industry faces in achieving the ambitious goal of doubling production are probably greater than those of any other metal.

There is no argument in China about the need to increase aluminium output — the country's rapid economic growth has created demand for the metal for wiring, household goods, cans and aircraft. Last year, China produced some 400,000 tonnes of aluminium, according to western estimates, but imported a further 488,000 tonnes — 92 per cent more than in 1984.

This year government orders to conserve foreign exchange held imports back to 94,000 tonnes in the first five months, 40 per cent down on the same period last year. But western traders expect some recovery later this year and in 1987 as China's stocks run down. The China National Non-Ferrous Metals Industry Corporation (CNNIC) accepts that the country will stay an importer of aluminium at the end of the current five-year plan.

Mrs Xiao Tongying, deputy chief engineer, at China National Non-Ferrous Metals Industry Corporation (an arm of CNNIC), says that imports depended on world prices and China's foreign exchange position but they could stay at current levels until 1990.

Mr Gao Wansheng, vice-president of the import and export corporation, told Australian businessmen in May that the target was to raise output of alumina (an intermediate material produced from bauxite ore) by 1.1m tonnes and of aluminium metal by 420,000 tonnes under the five-year plan.

China has about 30 aluminium refineries, of which the largest are a 110,000 tonnes-a-year capacity plant at Fushun, Liaoning province, and an 80,000 tonnes-a-year plant at Guiyang, Guizhou.

The Guizhou smelter is a modern Japanese-built plant completed in 1981 which, in outward appearance at least, is similar to advanced refineries in other countries. But it is not typical — many Chinese smelters are small 15,000 tonnes-a-year capacity factories, built 20 or more years ago, consuming power very inefficiently and producing large amounts of polluting dust.

CNNIC says that upgrading

ALUMINIUM: MAJOR PRODUCTION CENTRES



and improving existing alumina and aluminium plants is an important element in its expansion scheme, in keeping with the Government's insistence that the emphasis of the five-year plan should not be on large greenfield ventures. However, it is particularly difficult to modernise old-fashioned aluminium plants because the industry is relatively new in comparison with other non-ferrous metals and the technology has changed greatly over the past 30 years, raising the optimal capacity of a smelter from under 30,000 tonnes a year to over 100,000 tonnes.

It therefore seems that the expansion of output at existing sites will largely come from building new production lines alongside old plant rather than modernising existing equipment. Xinhua, the Chinese news agency, last month said that work on the biggest such expansion project had begun at Zhenzhou aluminium factory, Henan, China's largest alumina plant.

Meanwhile, several schemes for new production sites are at various stages of development. The most advanced of the new projects are a 200,000-tonnes-a-year alumina plant in Shanxi and a 100,000-tonnes-a-year smelter in Guizhou, which is part of a second-hand plant bought from Japan, which are

both due for completion next year. China is also planning a 100,000-tonnes-a-year smelter in Qinghai, for which key equipment is being imported from Europe and Japan, and a large-scale project in Guangxi Autonomous Region, involving a 300,000-tonnes-a-year alumina plant and a 100,000-tonnes-a-year smelter, costing some \$70m.

Pechiney, the French aluminium group, and George Wimpey, the UK construction company, have been working on feasibility projects for nearly two years on the Guangxi scheme but there is little sign yet that contracts are to be

signed in the near future.

However, it is a sign of China's concern about the cost of expanding domestic production that the largest investment of foreign exchange that has been made recently was the A\$115m (US\$72m) purchase of a 10 per cent stake in a smelter in Portland, Victoria, in Australia. The 150,000-tonnes-a-year plant is to start limited production next year.

China has good reason to be cautious. Its aluminium industry faces two serious difficulties which affect not only the prospects for new plants but also maintaining output at existing sites — low-quality home-mined bauxite and inadequate electricity supplies.

China has abundant reserves of bauxite — 400m tonnes of industrial-grade mineral according to western estimates. But this bauxite is hard and poorly soluble and so is difficult to convert into alumina in the Bayer process, which is used in alumina plants throughout the world.

Mr Sheng Da Ming, a planning official of the China National Non-Ferrous Metals Corporation, says: "Our bauxite is hard to treat. It is unique in the world. But we have developed unique techniques to treat it."

However, China continues to import alumina, principally from Australia — 30,000 tonnes a year according to one trader in Hong Kong. The Guizhou plant, which is surrounded by bauxite mines, imports an estimated 80,000 tonnes of alumina a year, which is mixed with local material to improve the quality of the feed to the smelter.

The poor quality of the bauxite means that energy consumption in China's alumina plants is about double the average for

countries where more easily-processed material is used. China's smelters meanwhile consume 10 or 20 per cent more power than advanced plants in western countries, according to the Mining Annual Review, a UK industry publication.

This is largely because of relative inefficiency of small plants; engineers at the Guizhou smelter say it consumes 13,700 Kwh per tonnes of metal, a figure which compares favourably with similar smelters elsewhere.

China's electricity supply cannot keep up with the aluminium industry's demands. Power supplies are frequently interrupted, cutting output and increasing maintenance costs, so that the industry runs below its nominal capacity. The 111,000-tonnes-a-year Fushun plant is operating at 30,000-ton-

nes-a-year, say engineers at Guizhou.

In the long-run, the industry's difficulties should be solved by the expansion of power supplies which has top priority in the current five-year plan. So far only about 5 per cent of China's potential hydropower resources of 370 GW has been tapped.

Chinese officials hope that eventually China could become one of the world's largest exporters of aluminium.

The scale of the investment needed in power stations and in transport, as well as the cost of alumina plants and smelters, suggests that it will be well after 1990 before China's aluminium producers meet domestic consumption, let alone have enough metal to sell overseas.

Stefan Wagstyl



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Gold

Output set to rise substantially

CHINA'S GEOLOGISTS are given top priority to prospecting for gold for the rest of the decade. Mr Huang Chongke, an associate chief geologist at the Ministry of Geology and Mineral Resources, says that under the 1986-90 five-year plan gold prospecting will be of the utmost importance because of the need to earn foreign exchange to pay for China's modernisation.

"We have not paid much attention to gold for quite a long time so production is quite low. We want to change this," he said. China's gold output has been rising steadily in recent years according to industry officials — perhaps by 10 per cent a year — stimulated by the rise in world gold prices and by the lifting of restrictions on peasant gold miners, who account for at least 25 per cent of China's production and possibly as much as half.

China does not disclose production figures. Western traders estimate that last year's output was between 60 and 65 tonnes. Mr Hou Jianping, a senior official at the China National Gold Corporation, which is controlled by the Ministry of Metallurgical Industry, says that Chinese gold production is close to that of the US and Canada, which in 1985 produced 79 tonnes and 86 tonnes respectively.

Chinese output is set to increase markedly next year when China's largest gold mine starts production, mining 1,500 tonnes of ore of unspecified grade a day, at Jiaojiaohai, in Shandong Province, which lies on the coast south-east of Peking. Shandong is China's richest source of gold, accounting for perhaps 25 per cent of national output.

Qinghai is the biggest investment in an expansion programme which has secured an increased share of state funds under the current five-year plan. China Daily recently reported that investment in gold was being raised by 78 per cent this year — over 1985 — to 300m yuan (US\$51m). The newspaper said this would rise to 400m-500m yuan a year by 1990, increasing annual capacity by 7-8 tonnes.

These figures do not take account of further increases in production by individual peasants who have been allowed to prospect for gold since 1975. Government officials estimate that some 180,000 peasants have turned prospecting for gold in rivers or digging shallow mines.

They have been encouraged by increases in the state bounty paid for discoveries of one tonne and more and in the price paid for metal by the Bank of China, which has an official monopoly of gold sales at home and abroad. The bank last year increased its price from 697 yuan to 895 yuan an ounce (\$188.40 to \$241.90).

This is still well below the world price and smelting persists, despite severe penalties. Peking recently complained that the 3.7 per cent increase in gold output recorded for the first half of 1986 would have been higher "if the individual panners turned all their products over to the state."

Gold has been found in most Chinese provinces, with mining in some areas dating back thousands of years. But there are often substantial difficulties in processing the ore. Chinese deposits, like those of North America, are modest in grade by South African standards, ranging between 3 and 10 grams in metal per tonne of processable ore, according to Mr Hou. However, Chinese ores contain unusually high amounts of carbon which make them difficult to process. "Our processing technology is good but there is little we can do about the geology of our country," says Mr Hou.

China is reluctant to involve foreign companies too closely in its gold industry. Mr Hou says there is no need since China's prospecting and processing skills are up to world standards. "We have been exceptions for big prospecting and production ventures in China. Mr Hou says: "We will not allow foreign companies into China's gold industry for the time being. This policy will not change in the short-term."

There is a lively and growing market for gold jewellery in China, with stores in large cities doing a brisk trade in low-weight low-carat rings, necklaces and bangles. Western traders believe the potential demand could be enormous since gold sales resumed in 1983 after a ban of 20 years. But the Bank of China is likely to control the bullion supplied to the home market very closely since it is selling gold abroad to ease the country's current account deficit. Earlier this year traders in Hong Kong reported that China sold 10 tonnes of gold.

Stefan Wagstyl

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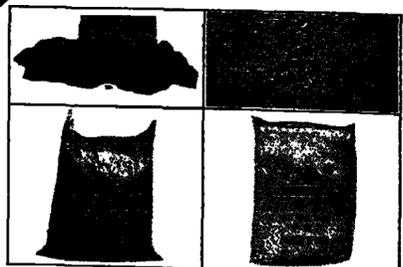
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QINGHAI ASBESTOS

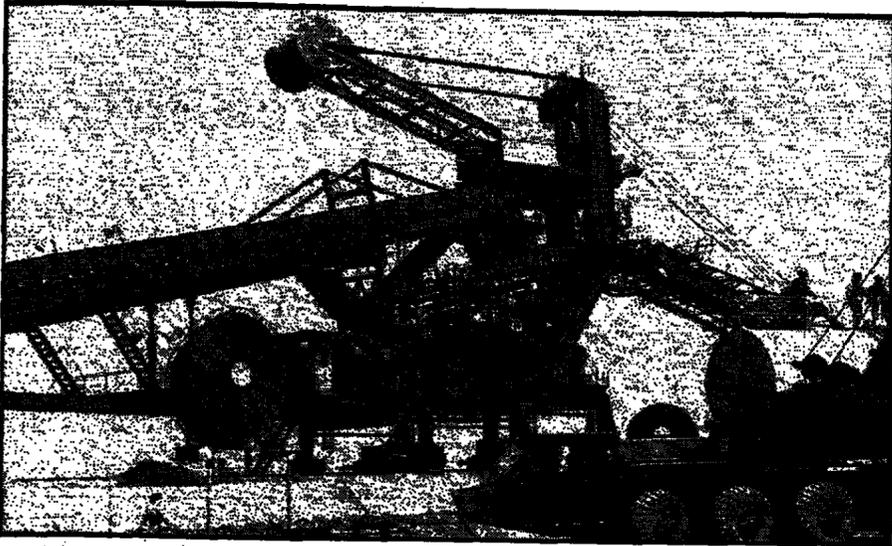


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China's Natural Resources 5



Coal handling equipment at Shijui Port, Shandong, jointly built with Japan

Coal

On target for 1bn tonnes

CHINA, WHICH last year overtook the US and the USSR as the world's largest coal producer, is continuing to expand its output at a relentless rate.

The 72m tonnes of new output mined in 1985 was in excess of the total production of West Germany, a major coal mining nation. The forecast increase this year is another 23m tonnes, which would take the total to 97m tonnes, putting the industry well on the way to reaching its target of 1bn tonnes by 1990.

All this has come as something of a surprise to the world coal industry. When, at the end of the 1970s, the country's plans for coal were unveiled to reveal a projected doubling of production to 1.2bn tonnes by the end of the century, they were largely dismissed as excessive, as reflecting the lack of realism that often accompanies much long-range planning in centrally planned economies. Many analysts predicted that these figures would be steadily revised downwards.

Certainly the plans have been revised, but not downwards. Now the China National Coal Import and Export Corporation reckons that output is likely to be closer to 1,400m tonnes in 14 years' time rather than the 1,200m tonnes originally projected.

The problems of expanding the industry—seen as essential for sustained economic growth—are manifold. The coal is there in vast quantities—at the latest estimate 770bn tonnes, of which 100bn tonnes are recoverable with present mining techniques. But the coal is all in the wrong place.

The sparsely-populated northern provinces are the centre of current activity and future expansion with 75 per cent of the reserves, but the demand is largely in the industry and population centres of the south.

The sustained and widespread development of transport to move coal hundreds of miles is in hand. Currently most of the attention is on the

upgrading and electrification of the rail links between the main coal-producing province Shanxi (214m tonnes last year out of a total output of 847m tonnes) and the Pacific port of Qinhuangdao and the upgrading of that port's throughput from 40m tonnes annually to 72m tonnes.

Just as important, however, is the expansion of road and inland shipping capabilities and the establishment of a series of mine-mouth power stations to convert coal into electricity at source.

It is at the production level, however, that most effort is being concentrated. While mammoth open-cast developments such as the 15m tonne a year, 3600m Antaibao joint venture between Occidental Petroleum and a range of Chinese interests may attract the headlines, the bulk of production is at a much smaller level. No one actually knows just how many mines there are in the country, but there could be as many as 60,000, only 150 of which are the major state-owned mines. The others range from developments run by provinces to family-operated pick and shovel operations.

| Year | Production (Million tonnes) | Exports |
|-------|-----------------------------|---------|
| 1980 | 620 | 6.3 |
| 1981 | 621 | 6.6 |
| 1982 | 666 | 6.4 |
| 1983 | 715 | 6.6 |
| 1984 | 775 | 7.0 |
| 1985 | 847 | 7.5 |
| 1986* | 870 | 9.0 |
| 1990* | 1,400 | 20.0 |
| 2000* | 1,200-1,400 | n/a |

*Forecast
Source: China National Coal Import and Export Corporation

The World Bank, too, is proving a major source of finance and will be lending US\$126m in its first project, the 4.5m tonne a year Chancun mine in Shanxi. And, while it is willing to back a project of this kind every year, the bank is keen to explore other ways of development.

This has strengthened the view in China that the way ahead is not just through major greenfield schemes but, for the rest of this century, by backing expansion of existing mines and by raising productivity.

The coal ministry is upgrading 77 of its major mines in the current Five Year Plan (FYP). By 1990, according to the director of this plan, 91 per cent of mines in major coal producing areas will be mechanised for coal cutting, helping to bring national productivity to two tonnes a man shift. Of all the aspirations for the industry this is probably the most unrealistic: it was only in June this year that national productivity exceeded one tonne a man shift.

But if productivity is low, so too are mining costs. A recent World Bank report, China, the Energy Sector, calculated long-run marginal costs in the industry at US\$2.7-US\$11.8 a tonne, a rate which is not expected to rise much this century. This contrasts with South Africa—on international markets reckoned to be the lowest cost producer—which will have marginal costs of twice this level by 2000 according to International Energy Agency estimates.

It is this low cost factor that will make China a strong competitor if it ever chooses to enter the international coal market. Until now its efforts have been paltry, rarely more than 1 per cent of production. But this spring all this changed when a target of 20m tonnes a year was announced for 1990, double 1985 expectations.

The main market will be South East Asia since China's ports are only equipped to handle small ships which are uneconomical over long distances. Qinhuangdao, for example, can handle no more than 50,000 dwt vessels.

The region is likely to become an increasingly competitive market, with Indonesia planning to start exporting and South Africa certain to increase its efforts if it is barred from the European market.

However, China's record in achieving its self-set target and its low production costs mean that if China's coal industry planners start to focus their attention for the first time beyond their country's needs, competitors will find very difficult indeed.

Shell had a lot going for it in Jinning. The coal quality was excellent with low sulphur and high heat content, and a short, existing rail link to the deep water port of Shijiu. But the geology of the mine worried Shell's coal affiliate which wanted a trouble-free introduction to the Chinese coal industry as possible. While Shell is still expressing an interest in participating elsewhere in the expanding industry, the Shandong province says it will go ahead with Jinning on its own.

This cooling of the ardour for foreign participation in the

Gerard McCloskey

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China's Natural Resources 6

Iron Ore

Import growth likely to decrease

THE METALS import/export officials at the Wuhan Iron and Steel plant, China's second largest, have hosted an increasing number of Brazilian delegations in the past year or so, with the guests offering cut price iron ore in an attempt to win market share away from long-time Australian suppliers.

While the Wuhan officials are tempted, they are yet to purchase ore from Brazil and, for the time being, intend to go on buying about 2.5m tonnes annually of Australian ore to bring its raw materials-mix up to standard.

Last year, the country imported about 10.65m tonnes of ore, up from about 6m tonnes in 1985. China is fortunate to have large iron ore reserves—estimated at 46.8m tonnes—but is unfortunately hindered by the poor quality of the ore, which has an iron ore content well below the 62.7 per cent needed to make products of reasonable quality.

Just under 2.5 per cent of the total resources are suitable for direct processing while reserves containing 35 to 50 per cent ore content make up about 5 per cent of total deposits, and about 92.5 per cent contains less than 34 per cent iron.

The problem is complicated by a chronic shortage of energy that hampers the country's ability to refine its own reserves in the manner used by most developed countries, so diplomats are convinced that China will need to import increasing amounts of ore in coming years.

Figures for the first quarter of this year suggest that import growth is likely to be much lower than that of last year, as the Chinese Government has apparently been more sparing in its purchases in a bid to reduce a US\$14.7bn trade deficit in 1986.

According to the Ministry of Customs, imports for the first three months amounted to 1.97m tonnes, while Australian figures show an 18 per cent fall in the dollar value of unworbed iron and steel exports in the first five months compared with the same period last year.

To counter the long-term problems of inadequate supplies, China's Ministry of Metallurgical Industry has been negotiating for the past two years with CRA, the Australian metals mining company, on the possibility of taking a stake in an iron ore mine at Mt Channar in Western Australia.

The Australian Prime Minister, Mr Bob Hawke, has taken a high profile in promoting the project and invested much of his personal prestige, yet contracts remain unsigned and there is no indication of an imminent signing.

Mr Hawke's vision was to hitch the Australian iron and steel industry to China's burgeoning steel needs but the fall in world commodity prices has derailed those plans, and delayed the necessity for China to sign long-term contracts.

A second major project, possible Chinese involvement in the reopening of a BHP blast furnace at Kwinana in Western Australia, has faltered as the two sides debate the price of pig iron produced. The Australian ambassador to Peking, Dr Ross Garnaut, said historically low prices are "well below levels necessary to sustain new investment on new facilities anywhere in the world," but do not rule out the possibility of a Kwinana reopening.

Dr Garnaut, formerly the senior economic adviser to Mr Hawke, said that the "natural economics" of China's iron and steel industry "point to the concentration of investment in final stage processing, accompanied by expanded imports of some raw materials and intermediate products."

Meanwhile, the China International Trust and Investment Corporation (CITIC) has been investigating the possibility of taking a stake in a Brazilian mine and pig iron facility. CITIC has already shown its willingness to invest in resource projects abroad by taking a 10 per cent stake in an aluminium smelter this year in Victoria state.

The giant Baoshan iron and steel plant in Shanghai opened in its purchases in a bid to reduce a US\$14.7bn trade deficit in 1986.

While the Australian Government had hoped to provide about half of the imported ore, the country's sales are running at about 40 per cent, with Brazil taking about a 45 per cent share and India selling most of the remainder. Baoshan officials have complained that the sulphur content of the Australian ore is too high.

Both the Brazilians and Australians are watching with interest the jockeying by

various Chinese provinces to gain final approval for the next large iron and steel complex. Ningbo, south of Shanghai, appears to be the front runner, with Sir Y. K. Pao, the Hong Kong shipping magnate, lobbying strongly on behalf of his home town.

A pre-feasibility study for the US\$4bn plant has been approved in principle by China's State Council, which has apparently also given the nod to an unusual proposal for the plant to sell some of its output to Chinese customers for foreign exchange to help pay for the cost of imported equipment.

A consortium of British and West German companies, including Davy McKee, North-

ern Engineering Industries and Ferrostaal, has apparently been organised by Sir Y. K. Pao to equip the plant, and the Hong Kong businessman has indicated that he hopes some kind of signing ceremony for the project will take place when the Queen visits China in mid-October.

Observers consider that China will need to build at least two more large plants if it is to reach the ambitious goal of producing 95m tonnes of steel in the year 2000, a goal that would require an output of about 25m tonnes.

At present Peking is giving priority to overhauling older plants, particularly Anshan, the largest in the country, and Wuhan. The Anshan facility in

northern China is expected to produce 8m tonnes of steel in 1990, about 14 per cent of the planned national output.

Both the Wuhan and Baoshan plants have been severely handicapped by the energy and communications deficiencies that have restricted Chinese industry as a whole. Wuhan has long been unable to use fully equipment imported from West Germany and Japan, as the central Chinese city has been plagued by power shortages.

The Baoshan plant has been an exercise in mismanagement. Equipment purchased for the plant was found to be unsuitable for Chinese ore, while the port developed to take ore shipments is unable to handle bulk

carriers, which have to unload their cargo at Ningbo.

The country, which follows the Soviet Union, Japan and the US in iron and steel production, is also attempting to expand mining operations that have been made difficult by the awkward location of reserves. Iron ore output last year was just over 130m tonnes, up from 110m tonnes in 1980.

About 6bn tonnes of known reserves are located in areas unsuitable because of adverse hydrological conditions or communications problems, while about another 6bn tonnes of verified reserves are in virgin areas.

Robert Thomson

COPPER: MAJOR PRODUCTION CENTRES



Consumption still at low level

TONGLING, 300 miles inland from Shanghai, along the Yangtze River, is the largest copper production complex in China with two smelters and six mines. However, expansion of the newer smelter and development of a huge underground ore-body have been held up for lack of investment capital.

Instead the only investment that will definitely be made at Tongling in the next year is an extension of a concentrate storage building which holds a large proportion of imported material.

Investment delays and increasing reliance on imported raw materials are central themes in China's copper industry today. In the past five years China has become a major importer of refined copper and copper concentrates.

Although plant manufacturers have found a good market in China for continuous cast rod plants, earlier hopes of substantial sales of smelting and refining plants have not been fully realised.

China publishes no official statistics on the production of copper or any other non-ferrous metals but estimates, based on an increasing number of visits by Westerners to China's mines and smelters, now suggest that mine output totals about 200,000 tonnes per year of copper. This is supplemented by imported blister (unrefined) copper and concentrates, and a small amount of secondary recovery, so that total refined copper totals approximately 300,000 tonnes per year.

Imports of refined copper have varied considerably from year to year and may have been as high as 160,000 tonnes in 1985, which implies that China's consumption of copper is of the order of 460,000 tonnes a year.

This puts China in fifth place among the copper-consuming nations of the world. In relation to the size of its population, however, the consumption of copper in China is minute. China's population per half a kilogram per year, compared with 11.5 kg in neighbouring Japan and 4.25 kg in the rapidly industrialising South Korea.

With a population of over one billion people, even a small move could make China one of the very largest national markets for copper.

However, as in all developing nations, the limitation on growth is not potential demand but financial and technical resources. In the late 1970s a number of new projects were announced in the non-ferrous metals industries many of which were subsequently cancelled. A shortage of foreign exchange currently restricts the development of the capital-intensive sectors of the Chinese economy and within these sectors the available foreign exchange is now carefully allocated.

are old and have been expanded piecemeal over many years such investment as the copper industry will receive in the next five years is likely to be directed at improving and increasing smelting and refining capacity, rather than developing any major new mines.

Evidence of this policy is the new smelter at Guizhi, in Jiangxi province, which started production early in 1985. This smelter is in an area of copper mine production, but another new smelter, currently at the planning stage, is located at the port of Tianjin, to the east of Beijing.

The Tianjin smelter is expected to rely heavily upon imported concentrates and would considerably increase the disparity between domestic copper mine capacity and smelting capacity.

Several of China's smelters have come to use increasing proportions of imported raw materials in recent years. Imports of concentrates in 1985 are estimated at about 95,000 tonnes of copper content.

Within three years this figure may increase by 50 per cent. China is considering the possibility of investing in an overseas copper mine to secure long-term supplies of concentrates.

In the south-east region of China, the 90,000 tonnes/year Guizhi smelter is being fed partly with imported concentrates and partly with domestic material diverted from other smelters.

The largest nearby mine, at Dexing, produces only 10-15,000 tonnes/year of copper. A major expansion of this mine was one of many capital projects abandoned in the early 1980s.

Even the copper smelter at Kunming, in the Yunnan province, now finds itself short of domestically produced concentrates. Imports have to travel 1,700 km by rail from the port of Zhanjiang.

The Yunnan smelter at Kunming, built in the late 1950s, was originally intended to produce 120,000 tonnes/year of copper, but only half of that capacity was installed. A huge unused area of the smelter building is now being utilised to house a continuous cast rod plant, which should start production in 1987.

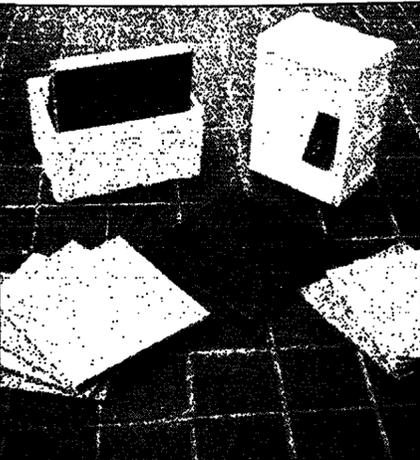
At least 12 new continuous cast rod plants, with a combined capacity of perhaps 400,000 tonnes/year are due to be in operation within the next two years. Existing older hot-rolled rod mills which are estimated to produce about 200,000 tonnes/year of rod.

New rod mills can scarcely hope to operate at more than half their rated capacity, so the prospects for further sales of rod plants must be small. Nevertheless, demand for wire and cable products will remain strong in power distribution (where aluminium is also used in telecommunications) and in industrial and domestic wiring.

China's copper industry will therefore require not only considerable quantities of imported concentrates and refined copper but also western technology in the fabrication and application of copper. If the copper industries of the Western world fail to supply this need, they will fail to capitalise on the last great undeveloped market for copper in the world.

Christopher Stobart

FUJIAN GRANITE SLABS



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Hebei Branch of China National Metals & Minerals I/E Corp., in Shijiazhuang, the capital of Hebei Province, was established in 1974. We are a specialized corporation dealing in the import and export of metals and minerals products. Over the last ten years, Hebei Branch has been handling about one hundred kinds of products, which are exported to various countries and regions all over the world.

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| No. | Al ₂ O ₃ | Fe ₂ O ₃ |
|-------|--------------------------------|--------------------------------|
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| Y-2 | 15% | 0.5% |
| Y-6-1 | 38% | 0.5% |
| Y-6-2 | 38% | 0.5% |
| Y-9 | 25% | 0.3% |

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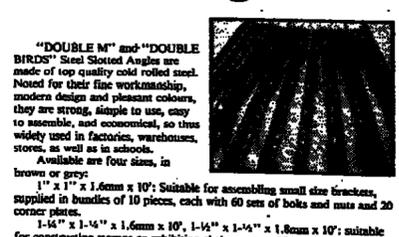
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Specifications:

| Wire Gauge | Mesh | Width | Length | Packing |
|------------|---------|--------|--------|--|
| 22-28 | 1/2" | 3/4" | 100" | In rolls with moisture-proof paper under the best top. |
| 18-15 | 3/4" | 0.915m | 30.48m | |
| 17-16 | 1/2" | 1.219m | | Remarks: Other specifications submitted upon request |
| 16 | 2" | | | |
| 17 | 1/2"x1" | | | |

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Joint Ventures

Emphasis placed on earning export income

EVEN THOUGH foreign investment has been sluggish in China, the Chinese Government has shown restrained enthusiasm for metal and mineral ventures on its own soil, though it continues to look abroad for projects that will fill gaps in domestic supplies.

The Government is likely to introduce new investment regulations soon in an attempt to lift investment, with the emphasis on offering foreign companies a reduction on costs and removal of some of the stifling Chinese bureaucracy, according to diplomats based in Peking, who say that senior leaders have begun to appreciate the seriousness of the downturn.

But there is no guarantee that the Government will be much more willing to outlay scarce foreign exchange for ventures in the metals and minerals sector. Priority is being given in the communications, as problems in both areas seriously hinder the modernisation drive.

Foreign investment in China fell 30 per cent to US\$1.24bn in the first half of this year, and the paramount leader, Deng Xiaoping, has said since that the country must provide the opportunity for foreign investors to make money.

Investors have long complained about the rampant overpricing by provincial officials and high wages for low-skill staff. Also, investors are con-

cerned by the difficulties in repatriating hard currency profits and the Chinese obsession with balancing foreign exchange accounts of joint ventures.

Part of the Chinese reluctance to commit themselves to joint ventures in metals and minerals is the confidence of some officials that China is already skilled in winning resources, though most concede that their technology is backward. (China, however, is exporting coal mining equipment.)

One Hong Kong businessman seeking a precious metal joint venture was told that China doesn't need any assistance but would be interested in looking with him for a suitable venture abroad.

Chinese officials generally say that they are very keen on joint ventures, but particular departments are hindered by their relatively low rank in the list of key projects. The China National Non-ferrous Metals Industrial Corporation late last year presented a list of 18 potential projects to Japanese investors, with eight of them joint ventures and ten of them involving technology transfer.

The Chinese admit they are unskilled in, for example, offshore oil exploration, which the Chinese are relying on the skill of foreign companies to find and exploit reserves. However, foreign enthusiasm for China's offshore

oil reserves has waned with the slump in offshore prices, and oil company representatives suggest that several companies have made small to medium finds in the South China Sea, but are willing to develop the reserves in the present climate.

Construction of China's largest energy joint venture, the Pinghuo Antaiabao open-cut coal mine in the northern province of Shanxi is apparently progressing well, with production due to begin formally in about September 1987.

Occidental Petroleum Corporation, originally expected to have about a half share, has a 25 per cent stake in the US\$850m project, with the majority shareholding being held by the China National Coal Development Corporation, the China International Trust and Investment Corporation (CITIC), and the China Trust and Consistency Company.

The site has an estimated coal reserve of about 500m tonnes, within a contact area of 12.5 square kilometres, about 500 km south-west of Peking. Initial annual production is expected to be 15.33m metric tonnes, which is about 70 per cent of the present total output of Chinese open-cut mines. At full capacity, output is expected to reach 45m tonnes annually.

The Occidental Joint Venture highlights the difficulties that need to be overcome in reaching an agreement in China



Deng Xiaoping, China's paramount leader, wants the country to provide the opportunity for foreign investors to make

on major projects. Negotiations began in 1980 and took the best part of five years to complete, with one of the more difficult problems being the wages of Chinese staff.

Initially, the two sides had agreed on an hourly wage of US\$12 for Chinese miners, but a fall in the price of coal prompted Occidental to ask Joint Ventures that wages be tied to how much a miner produced. As with all Joint Ventures the miner would have received only a fraction of the US\$12, with the bulk going to the Government. (In some cases, joint venture staff are paid up to ten times what they actually take home.)

The project received China's approval because of its ability to earn foreign exchange through exports, with China handling the marketing of the coal, and, as it was explained by Mr Armed Hammer, chairman of Occidental, the country will keep the foreign exchange flow up by exporting a greater proportion of production if coal prices fall.

Occidental is fortunate that the transport problems that plague many joint ventures have been eased by the construction of a rail line from Shanxi to the northern port of Qinghuandao in Hubei province. Doubt has been raised over the venture during the negotiations when foreign banks proposing to finance the project were unsure of the validity of Chinese guarantees. Foreign business people have complained that they are uncertain of what authority Chinese ministries and major enterprises have in raising finance.

Another project to receive Chinese approval is a venture to mine, process and market marble jointly from China's Shanxi province. Denver-based Shaxi Industries has an agreement with the Government-run Shanzhi International Company to invest US\$150m with the ambitious aim of producing marble worth US\$150m in the first stage rising to US\$300m at full capacity.

A group of Japanese companies are understood to be on the verge of final agreement to develop uranium resources in China. Some 30 Japanese companies have just completed a two year study and have initial agreement for a joint venture to mine uranium at Qinglong in Hebei province.

Chinese officials apparently approached the Japanese Government in mid-1984 with a series of proposals for joint mining, though some Japanese companies had shown interest as early as 1980. A broad nuclear co-operation agreement was signed by the two countries in July last year.

The project shows that the Chinese Government has a list of priorities for joint venture, with particular emphasis given to their ability to earn export income. China had a bilateral trade deficit with Japan of about US\$7bn last year, and Chinese officials are known to be keen to export anything that would reduce the deficit.

Meanwhile, China continues to contemplate investments abroad, having finalised agreement several weeks ago to take a 10 per cent stake in an aluminium smelter in the Australian state of Victoria. Chinese officials are known to be looking for suitable investments in copper, iron ore and pig iron.

Robert Thomson

Lead/Zinc

High priority given to sector

FANKOU, Guangdong province, is unmistakably a mining town. The concrete towers at the head of the mine shaft are visible from almost every corner. An aerial cable-way crosses over streets, houses, gardens and a duckpond as it carries buckets of ore from the minehead to the processing plant.

Some 40 kilometres away is the city of Shaoquan, where lead and zinc concentrates from Fankou are taken for smelting into metal. Wisps of smoke rise above the plant during the day; at night the furnaces glow.

Fankou and Shaoquan are the pride of China's lead and zinc industry. The mine is the largest in China, producing over 60,000 tonnes of zinc a year and nearly 30,000 tonnes of lead. Most of it is smelted at Shaoquan, which has an annual output of 40,000 tonnes of zinc and 20,000 tonnes of lead.

Under the 1986-90 five-year plan, both Fankou and Shaoquan are being expanded to help try to close the expensive gap between China's zinc production and consumption, which has to be filled by imports.

At the mine, output is being raised by 50 per cent in a 300m yuan (US\$41m) investment scheme, which involves increasing mechanisation underground, bringing in more motorised drills and ore transporters.

The Shaoquan smelter is spending 50m yuan (\$13.5m), increasing capacity by 15,000 tonnes of lead and zinc by the end of 1987 by installing a larger acid treatment plant. There are plans for a further 25,000-tonne expansion by 1990 and tentative proposals for a new smelter on the site which would take total capacity to 150,000 tonnes.

The investments are typical of the piecemeal modernisation of industry which has a high priority in China under the five-year plan.

China's planners have given the lead and zinc industry a priority second only to aluminium among non-ferrous metals. The reason is the country's growing demand for zinc for galvanising steel and for alloys. China last year imported 269,000 tonnes of zinc, 17 per cent more than in 1984.

China is cutting back sharply on this to save foreign exchange—the first five months imports were 77,000 tonnes, or 42 per cent down on the same period in 1985. Officials at the China National Non-Ferrous Metals Import and Export Corporation, however, expect the country to be still importing zinc in 1990.

China publishes no official production figures. But Mr Pan Chang Ben, chief engineer at the Shaoquan smelter, says that national output of lead and zinc last year totalled 580,000 tonnes, two-thirds of which was zinc. This implies zinc production was 370,000 tonnes and lead 190,000 tonnes.

The figures for zinc is higher than most Western estimates—which put output at 250,000 to 300,000 tonnes. Mr Pan's figure for lead is in line with most foreign estimates.

Mr Pan says that the target was to raise output of the two metals to 790,000 tonnes a year by 1990, a 40 per cent increase on last year.

The biggest contribution to this plan's expansion is likely to come from the development of a new surface mine at Changba, in Gansu province, in the north west of China, which is expected to come into production before 1990 and will eventually be larger than Fankou.

Nearby at Beijing, a 50,000-tonnes-a-year lead smelter is under construction with help from Lurgi, the West German engineering company, two Japanese companies, Mitsui and Tebo Zinc, have won equipment contracts for a 100,000-tonnes-a-year zinc smelter.

Apart from Fankou and Shaoquan, existing plants are being up-graded—China's largest electrolytic zinc refinery at Zhuzhou, Hunan, is being expanded from a capacity of 100,000 tonnes a year to 135,000 tonnes, with the help of imported equipment. At Huldai, Liaoning, Mitsui is installing a new zinc smelter to replace one which dates back more than 30 years.

Chinese engineers are also paying more attention to improving the industry's performance by cutting the relatively high energy consumption of many smelters. Mr Pan says that while the Shaoquan smelter compares

favourably with smelters in the industrialised world, consuming 2.1 tonnes of standard coal (a measure of energy) per tonne of zinc produced, some other Chinese smelters consumed 3.4 tonnes of standard coal. "It is important to reduce this in our country," he says.

Looking beyond 1990, the industry is concerned about replacing mines where reserves are slowly running out. Fankou ore is already being transported from Guangdong in the south to smelters in the Liaoning in the north east of China because of falling mine output there.

The most ambitious plan now before the China National Non-Ferrous Metals Industry Corporation is a proposal to build a lead and zinc industrial

centre, including a mine, concentrators and smelter at Laping, Yunnan, in the remote mountains near the Burmese border.

Mr Huang Chongke, an associate chief geologist at the Ministry of Geology and Mineral Resources, says that the Laping deposit is one of the best in China with 14m tonnes of ore containing 10 per cent lead and zinc. However, Laping lies some 300 miles from the nearest railway.

At Shaoquan, Mr Pan says: "The first thing at Laping is to build a railway to the deposit before we can do anything else... I think we could develop it under the Eighth (1991-95) five-year plan."

Stefan Wagstyl



Baryte from Guizhou, China

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| | W (%) | Si (%) | S (%) | As (%) |
|---------------|-------|--------|-------|--------|
| Special Grade | 70% | 0.05% | 0.1% | 0.05% |

Reference Specifications:

| | P (%) | Mn (%) | SO ₂ (%) |
|---------------|-------|--------|---------------------|
| Special Grade | 0.05% | 0.1% | 0.1% |

Size: Powder. Packing: In gunny bags with inner double glass fibre bags, about 50 kgs net each.

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Foreign Trade Building, Zhongnan Rd., Nanchang, China
Tel: 67784
Cable: "MINMETALS" Nanchang
Telex: 33452 JFTH CN

Profile: Huangshi
Copper mining remains vital

It can be hard to imagine what Huangshi, an industrial city of 1.2m people in the extreme east of Hubei province, might have looked like when it was under the jurisdiction of the State of Chu almost 2,000 years ago.

Certainly the swarming population, and the functional red brick buildings, would not have been part of the landscape. But what would have been there — and these are two factors that give the city a rare sense of continuity stretching back through three millennia — are the Yangtze river, and a thriving copper mining industry.

Today the area around Huangshi is acknowledged to have about one-fifth of China's total copper reserves — second only to Guizhou in Jiangnan province.

The red dust from the open-cast mines on the city's outskirts seems to coat everyone's boots. With one of China's four largest iron mines, producing 5.5m tonnes of ore a year, and a wealth of rare metals and minerals and zinc (among them aluminium, molybdenum, nickel, manganese and zinc as well as coal, limestone and gypsum) it has developed rapidly to become one of the most important mining areas in China.

It is for this reason that the Peking steel plant, first operated in 1959, and still a leading national producer of special steels, is on the outskirts of the city.

What was only recently realised was that Huangshi was also the cradle of copper smelting in China, and perhaps in the world. It was probably the unusual green stones and the rare blue flowers that first alerted peasants in the state of Chu that copper was present at Tongshan — which literally means "green copper mountain" — just south of Huangshi.

Ancient mines recently unearthed show that copper was being mined at Tongshan more than 2,700 years ago. Vertical shafts more than 100 feet deep have been found, along with 25 smelting furnaces and about 50,000 tonnes of very old slag.

Archaeologists estimate that 80,000 tonnes of copper ore were extracted before the

mines were abandoned, perhaps because of flooding.

Ore mined in the area today contains between 12 and 20 per cent of copper, and is associated with up to 30 per cent of iron. But with nearby iron mines yielding up to 60 per cent iron from ore, it was never the associated iron that excited China's early emperors — or for that matter the invading Japanese army in the 1930s.

It is a matter of pride among Chinese and Huangshi today that while the occupying Japanese army succeeded in getting iron ore back to Japan to aid their war effort, they were always frustrated by resistance fighters in their efforts to export copper.

Today's mining operations are a far cry from the days of the state of Chu, when miners crawled underground equipped with simple metal and wooden implements. For that matter, they are modern even by 19th century Chinese standards, since much mining across China is still a pick, shovel and wheelbarrow affair.

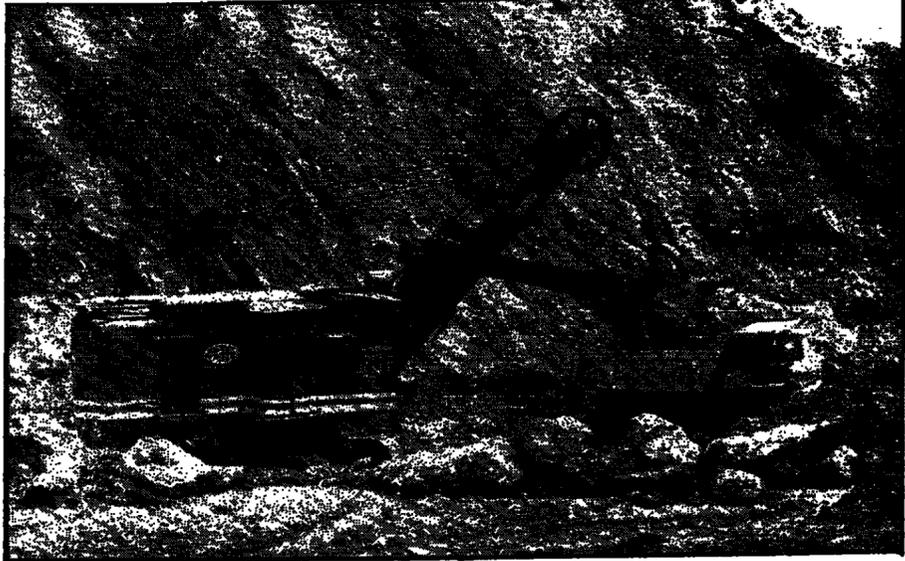
Most copper is clawed from the mountainside by giant caterpillar-tracked cranes. Operations appear efficient even by international standards. Continuous lines of lorries carrying the red ore rumble up the quarry slopes, and crowd roads serving the mining areas.

In a country where many labourers appear to spend more of their time resting on their elbows than using them, the unrelenting hum of the mine sites is striking.

Only a little refining is done locally. Most ore is carried by rail or by river to large refineries in more secure parts of the country (the memories of Japanese wartime bombardments have yet to fade).

The products emerging from the refineries today may have little to do with ornate bronze bells and fine coilers that were so much the crux among the princes of Chu, but they remain important enough in the Chinese economy to make Huangshi one of the country's most critical mining areas.

David Dodwell



Copper mine in Huangshi: the province is reckoned to hold a fifth of China's total reserves.

Profile: Hainan Island

Treasure of rare deposits

GIVE A villager on the east coast of China's Hainan Island a fist full of local sand, and in seconds he will point out the titanium, zirconium, and monazite.

These may be rare and exotic in most parts of the world, but for people living close to the black sand beaches that dot 300 km of Hainan's eastern coast, they mean dollars and cents — or in their case, renminbi yuan.

The sands contain one of China's largest known reserves of titanium (distinctive because grains of titanium are black and very heavy), zirconium (red grains), and monazite (rich yellow grains), an important source of rare earths.

Living up to its reputation as China's "Treasure Island", this sub-tropical backwater off the country's southern coast — also one of Asia's richest sources of iron ore — the Siliu mine in the west of the island produces 4.6m tonnes of ore a year from seams

that are estimated to hold about 240m tonnes, with iron amounting to between 52 to 68 per cent of the ore.

The deposits were discovered just 50 years ago by Japan's occupation army, and have been an important source of iron in China ever since.

Close to Siliu, deposits of cobalt have recently been discovered, which are expected to produce about 500 tonnes of metal a year beyond the end of the century. The ore contains 3.2 parts per thousand of pure cobalt, according to Xi Xiaoling of Hainan's Metallurgical Bureau.

While Hainan is clearly a rich source of important rare metals in China, very little processing takes place locally, and resources have been slow in being tapped. Partly to blame is the fact that for centuries, the island was little more than a place of exile for mandarins who had aroused an emperor's displeasure.

More recently, Peking's fear of foreign invasion (Vietnam is a matter of miles away) has kept the island firmly in the grip of the country's military, greatly inhibiting normal economic development.

The metallurgical bureau in Hainan operates four concentrators exploiting the rare minerals in the black sands of the east coast. Villagers wash about 100,000 tonnes of sand a year. By the time it reaches the bureau's plants, the sand is usually 35 per cent titanium. After further processing to about 55 per cent, the bureau sells to companies on the mainland between 30,000 and 40,000 tonnes of material a year.

The rarer zirconium is found in proportions of about one part per 10,000. After processing to about 60 per cent zirconium content the bureau sells about 3,000 tonnes a year to the mainland. Monazite ore — an important source of rare earths — is produced in similar quantities.

The recent discovery off Hainan's south coast of about 90bn metres of natural gas has fuelled hopes that the island can develop its own downstream industries to bring it more of the economic benefits associated with exploitation of its mineral wealth.

Plans for a sponge iron plant, and a petrochemical complex near Siliu are already well advanced. At the same time, foreign partners are being sought for a RMB 240m Yuan plant making titanium dioxide which is most commonly used in making white paint. A glass plant exploiting Hainan's high quality sand is also being considered.

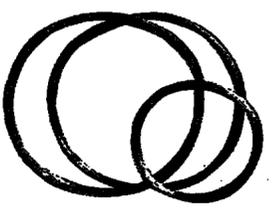
The island seems destined to play a more important part in China's modernisation drive than might ever have been considered possible — which will be small comfort to the many who died in exile in the island in centuries past, but is a welcome boost to Hainan's impoverished islanders.

David Dodwell

Wuhan Metals and Minerals

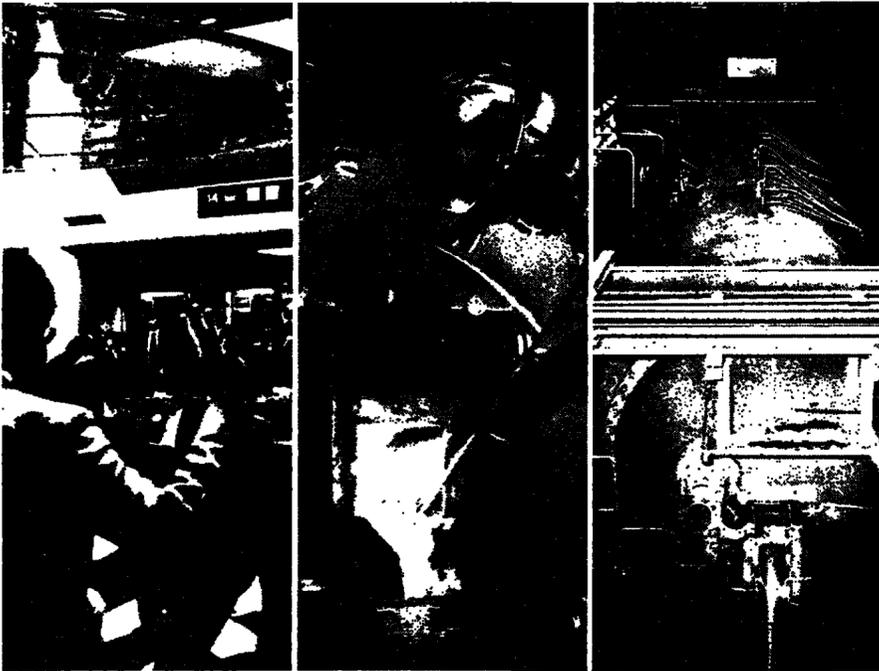


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Non-metallic minerals

Big effort to raise earnings

CHINA IS trying to raise more foreign exchange from its non-metallic minerals industry by increasing the level of processing work to raise the value of its products.

Under the 1986-90 Five Year Plan, China proposes to double earnings from non-metallic minerals exports which last year totalled more than \$200m (£194.7m).

China Daily, an English-language newspaper, recently reported that China was doubling investment in non-metallic minerals, allocating about 500m renminbi Yuan (\$81.97m) to the industry during the 1986-90 Five Year Plan — twice as much as was invested in the previous five years.

China is one of the world's leading exporters of a range of minerals including magnesite, calcined bauxite, and graphite, which are used as refractory materials in steelmaking, talc, bentonite and barite. Deposits can be found in most parts of China, but the most highly developed mines are in coastal provinces which have close links with export ports.

However, the industry faces difficult times overseas because many of the markets to which these minerals are supplied are severely depressed. The worst case is possibly barite, which China sells to oil companies for use in drilling muds.

After the slump in oil prices, exports plummeted from 945,976 tonnes, or an average of 237,000 tonnes a quarter, last year to 153,408 tonnes in the first quarter of 1986, according to Chinese customs statistics.

However, efforts to increase the value of minerals by increasing processing could help counter the impact of price swings in commodity prices by taking China into more specialised markets.

For example, at Nanshu graphite mine, Shandong province, a \$350,000 Japanese-built plant has been installed to produce 100 tonnes a year of ultra-fine graphite powder for use in coating television screens. The value of this powder is many times that of the coarse-grained material used to make furnace bricks.

Mr Wang Kun Zheng, deputy

general manager of the Shandong branch of the China National Metals and Minerals Import and Export Corporation, which handles Nanshu's exports, says: "We want to do more processing. It is the way forward for our industry. It is worth doing even though the competition is tough."

The Shandong deposit is the first or second largest in the world, according to mine managers at Nanshu. China's graphite production totals about 100,000 tonnes a year, of which some 60,000 tonnes a year is exported.

In magnesite, China is building a 100m renminbi Yuan (£18.04m) high-purity factory at its largest mine at Haicheng, Liaoning province. This will produce 50,000 tonnes of high-grade material a year, a great increase on current national high-grade output of just 10,000 tonnes a year.

Three further plants are planned at Haicheng and nearby mines with a combined production of 110,000 tonnes a year. China's total magnesite output is over 1m tonnes, most of it from Liaoning, and more than half of this is exported. However, sales of low-grade material have been suffering from the recession in steelmaking in many countries.

At Haicheng talc mine, meanwhile, management has installed an Italian-made grinding plant for producing ultra-fine talc for use in making plastics. The mine is now negotiating with Pfizer, a US company, over a joint venture to install a 100,000-tonne a year flotation plant to produce fine material for coatings. China last year produced 1.02m tonnes of talc of which 581,000 tonnes were exported.

China has so far concentrated on Japan and other Asian markets for its non-metallic exports, mainly because the shipping costs for these minerals can be prohibitive since they are low in value value in relation to their weight. A tonne of talc, which is worth about \$140 a tonne on the world market, costs between \$20 and \$25 to ship from China to Europe. But Chinese officials hope that they will succeed in exporting higher added-value products to Europe and the US.

Stefan Wagstyl

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FINANCIAL TIMES SURVEY

HONG KONG As a Financial Centre



The towering headquarters of the Hongkong and Shanghai Banking Corporation dominates the central district on Hong Kong Island

Will the territory still be a booming international finance centre in 1997 when the Chinese army are posted there, instead of British troops and Gurkhas? To some extent, the answer will depend on boardrooms far away in Europe and the United States.

THOUGH CHINESE sovereignty does not come until 1997, the debate is going on now.

While committees thrash out the essence of Hong Kong's new Basic Law, top officials, bankers and businessmen are looking closely at the role the territory's financial services industry will play when the flag changes.

To many, it appears that financial and other services provide the key to the future, supplying the expertise that China lacks, perhaps establishing Hong Kong in relationship to Peking as New York is to Washington.

But to others, manufacturing industry is the foundation of the territory's success, and there is no future unless it remains flourishing.

For a city of such fragile stability, of rapidly shifting moods, it would be foolish to draw firm conclusions. For the present, confidence is quite strong at the surface; property prices have been rising, the stock market has been going up, the Hong Kong dollar's peg to the US dollar represses memories of the frenzy when it was in free fall and even the largest companies were shovelling money offshore.

Underlying the buoyancy of the markets, the visible and growing affluence, important improvements have been made to the financial markets' structure.

The new unified Stock Exchange, due to be formally inaugurated in a few days' time, has been working well since its systems took over the business of four local exchanges earlier this year. The domestic capital markets are continuing to grow after an explosion of business over the past two years. The new financial futures market is very promising. Meanwhile foreign banks, stockbrokers and corporations continue to set up in Hong Kong.

But it is impossible not to wonder whether it is all a charade. Are not many young professionals busy establishing rights to passports elsewhere, and the older and wealthier buying second homes in Canada?

By ALEXANDER NICOLL

Are not many local businessmen discreetly seeking brokers' advice on investing their savings abroad? Could not foreign banks and businesses break camp and move on just as easily as they arrived?

Though the answer to these questions is: "To a large extent, yes," there are always counter-arguments. The reported trend

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• Pictures by Glyn Gwyn and Roger Taylor

now, for example, is that people are returning to Hong Kong after establishing their rights of abode elsewhere. This, in a city of one-time refugees, is nothing more than prudence, it is argued.

Perhaps the greatest question — and one which will not be answerable for a long time — is whether China will really be able to tolerate having 6m people living within its sovereignty with a life-style so markedly different from that of the rest of the country. For the present, its words and actions suggest full commitment to developing Hong Kong as a financial services centre.

The relationship of the local economy with that of China will clearly be crucial. It has traditionally been, as Mr Piers Jacobs, the new financial secretary, says, of mutual benefit. He traces a "symbiotic relationship" and says that it "will continue to be of increasing significance in the years ahead."

Hong Kong, he notes, has re-emerged as an entrepot port for China, which is both the largest market and the largest source for goods re-exported from Hong Kong.

Domestic exports to the mainland have also grown, although China's recent clampdown on foreign exchange expenditure has at least temporarily reversed that trend. China, meanwhile, earns about a quarter of its foreign exchange by selling goods, including foodstuffs and other essentials, to Hong Kong.

While Hong Kong retains its own currency, as was guaranteed in the Joint Declaration by Britain and China on 1997, there are clear advantages to China in maintaining this relationship. It also goes much further.

Not only is there substantial investment by Hong Kong businesses in China, but there is considerable investment at present by China in Hong Kong. The Bank of China and its dozen sister banks, soon to be run from a building which will symbolise their challenge to the dominance of the Hongkong and Shanghai Banking Corporation, have embarked on a highly competitive push for market share.

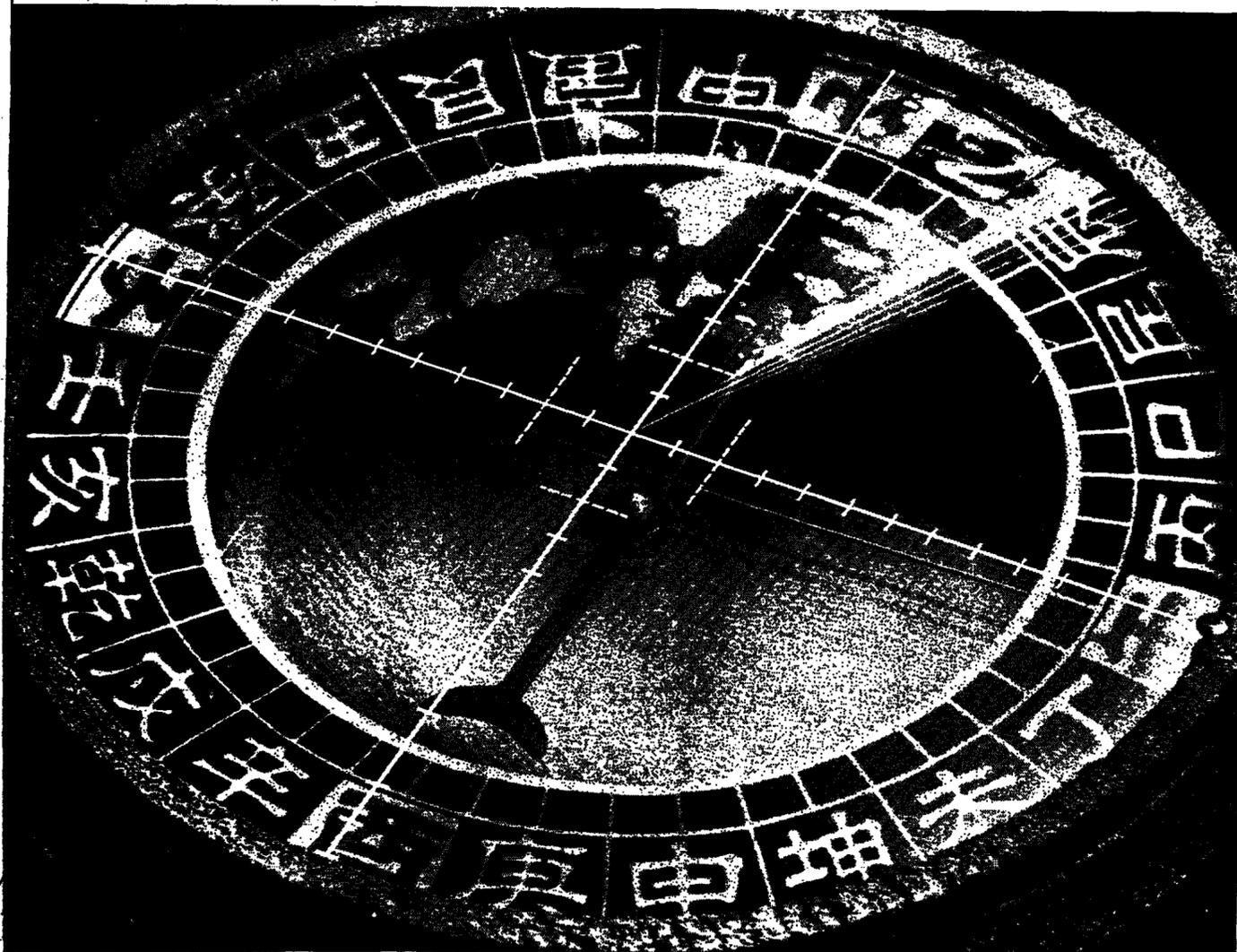
Chinese banks have been aggressive in lending to Hong Kong projects, and have been involved in the rescue and takeover of some of the territory's failing banks.

Chinese entities are also active players in Hong Kong's domestic capital markets, even though many of the deals they have mandated have been on such fine terms that banks agree to go into them purely to cement relationships with China. More recently, however, there have been signs that Chinese borrowers are prepared to abandon these "relationship" deals in favour of pricing on market terms.

Bankers familiar with China are impressed by officials' growing grasp of foreign financial markets, despite the inevitable bureaucracy which still besets them. Though some take this as a positive sign for Hong Kong, they also see it as a sign of increasing competition in the years ahead.

Continued on page 2

Well-navigated



The Chinese invented the compass some 3,000 years before the West discovered radar. Yet navigation through Asia's commercial waters is still a tricky business today. It requires patience, skill and knowledge of local business routes and customs.

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Hong Kong as a Financial Centre 2



Dealers on the market floor of the new Exchange

AS THE Hang Seng index attempts to secure a first-time hold on the 2,000 level, in commemoration of the official opening this month of the unified Stock Exchange of Hong Kong, cynics have been suggesting that 1987 was a more auspicious landmark. At the same time there are hundreds of other four-figure numbers with a significance of their own on the market floor, which has been in operation since April 2.

They appear in gold on the red sleeveless jackets worn by the floor traders, and in green on the screens of the new automated dealing system, the only one of its kind in the world. The numbers identify each broking firm, and bargains are made by telephone between those who enter themselves on the buy or sell side of the screen at the prevailing price.

General satisfaction with the way the system has operated over its first six months is expressed in fairly equal measure by the exchange authorities themselves, by the larger local brokers which were among those worried by its impact, by the watchdog Securities Commission, and by the big overseas broking houses — mainly British — which had already risen to a dominant position in institutional business.

The casualties, as expected, have been found among the smaller local firms, often one-man shows and part-time at that. Even towards this end of the scale, however, there are signs of a future for forging new alliances or carving a specialist niche. Meanwhile two areas of possible contention from the outset have been defused, if only by dint of Hong Kong's capacity for willing acceptance of the inevitable.

The first involves the increasing frequency with which blocks of shares are crossed off the floor, usually among the foreign brokers. These are put through the computer not at the time of the transaction but some time after the tight 15-minute time for reporting floor deals, corrupting the intention that the new system would allow instant visibility of daily trading patterns.

This is defended in part by reference to the sharp upward jolt in official turnover from April on, doubtless reflecting the previously frequent though smaller-sized deals struck outside the territory's four old exchanges.

Beyond this, Mr Derek Murphy, assistant Securities Commissioner, takes the view that with a 24-hour global equity market evolving, there will always be some who are behind on the news.

"It is recognised that a market is a facility and the world does not stop when the final bell rings," he says. The second potential focus of discontent stems from the way brokers register themselves on screen as a buyer or seller of any particular stock. A queue forms on each side, but there is no indication of volume involved.

Bigger traders have been quick, though, to memorise the code numbers for the other players which carry regular information on the volume of business. One British broker puts it: "If I'm a buyer of a million Hong Kong Land, no way am I going to go through the list in order from the top, picking up a few thousand each time."

The exchange held back from attempting to impose any formal ruling on queue-jumping, and what moral suasion which might have been in the air has dissipated.

Flowing from this, all the same, is pressure from the Anglo-US camp for refinement of the automated system. This would sweep in computerised matching, linking buyers and sellers by quantity rather than chronology.

It would also add to a central clearing system for settlement of deals. Screen trading sits rather oddly with clearing requirements that mean dozens of messengers shuttling across the financial district and beyond every afternoon with suitcasefuls of scrip. Hongkong and Shanghai Bank already handles about 70 per cent of these arrangements, and any opposition to its taking on and streamlining the whole business is likely to come mainly from banking rather than broking quarters.

Neither of these proposals has yet had a full hearing, however. Changes within the exchange are decided on a one-member-one-vote basis, and the smaller local brokers who still command a large numerical majority will probably be wary of the prospect of further outlays on technology.

None the less, the foreign houses are finding a more receptive ear to their arguments as the idea permeates that a fundamental change has taken place in the composition of the Hong Kong market in the space of the past three or so years. The difference is institutional business, negligible in the bull market of the early to mid-1970s, but which by the start of this decade had come to account for an estimated 30 per cent of all dealings.

From that point the tide ran fast, and few would now quibble with the judgment that fully 70 per cent of the market is held under large institutional management.

Hence, largely, the ascendancy of the foreign brokers. As Mr Murphy puts it: "We have seen a change in the pro-

The unified Stock Exchange

Areas of contention defused



Mr Ronald Li, chairman of the Hong Kong Stock Exchange

file of the industry largely because the client profile has changed."

New entrants from abroad are still arriving — a broking licence costs just HK\$100,000, exchange seats can readily be bought, and those with good existing client connections are unlikely to find they have joined at saturation point.

Some of the newer names in Exchange Square and its environs are bank-related broking firms, membership for which is currently subject to an 18-month moratorium imposed, although not without loopholes, in April. The arrivals include some of the Big Bang London groupings which have never previously had a Hong Kong role of any significance but which now have the financial weight to take on.

Two such are Alexanders Laing and Cruickshank, a Mercantile House subsidiary, and Greenwell Montagu. They have been allowed to "adopt" local firms through which to deal. Smith New Court, linked to N. M. Rothschild, bought a seat on the old Far East exchange before April as its way in.

This highlights in one way the opportunities now available to local brokers as well as the pressures on them. Others, aiming to remain independent, are bolstering research capacity or specialising in, say, second and third-line property stocks where they can best master expertise.

which could provide enough new business to sustain profitability even in a chiller world climate.

The futures exchange has made a good start; indeed, it is being questioned to what extent small investors are being drawn away from ordinary equity trading by the low outlays the futures dealings require. But the Hang Seng index contract is seen as a useful crossover, and brokers are marketing it actively among retail clients with clear success.

More seriously, the idea of an over-the-counter market — second board or USM, the nomenclature is still as vague as its intended purpose — is being promoted in the face of strong reservations from the overseas firms. It has the support of Mr Ronald Li, the Stock Exchange of Hong Kong chairman, and SHK.

Against it, the case is made that there are already more than enough listed stocks with low market capitalisation, thin trading volumes, and esoteric areas of operation. Some see it as likely to be a junk market of which the prime purpose is to keep share salesmen in business.

In favour, Mr Fung cites the opportunities it could offer the territory's manufacturing sector, which has traditionally received a low rating on the main market, in part because of its fragmented nature. About 20,000 small to medium-sized manufacturing companies, employing a labour force of 900,000 and providing 25 per cent of GDP, yet only a handful are listed; it is seen there is no incentive, he says.

What neither its proponents nor the authorities want to see, however, is a second wave of becoming a way in for a proliferation of Vancouver or Perth-style speculative mining or energy explorers, a few of which have already gained benefit of Hong Kong or Chinese fixed assets.

China, unsurprisingly, is the third main repository of local brokers' hopes. This is despite the fall-out in projects for the open cities of the south where lead-management roles in financing applications had been the substance of their business with the country.

Current talk is instead of China listings — quotations on the Hong Kong exchange, through holding companies, for Chinese enterprises over which Peking would be willing to relinquish full ownership. This could be particularly appropriate for smaller offshoots of the Bank of China, some of which have some of their operations in Hong Kong.

A few of these have indicated willingness in principle to follow that course. Numerous obstacles remain, but officials from both sides are said already to have discussed a possible pilot issue.

But within the territory, the more substantial local broking firms see three main avenues

which could provide enough new business to sustain profitability even in a chiller world climate.

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What neither its proponents nor the authorities want to see, however, is a second wave of becoming a way in for a proliferation of Vancouver or Perth-style speculative mining or energy explorers, a few of which have already gained benefit of Hong Kong or Chinese fixed assets.

China, unsurprisingly, is the third main repository of local brokers' hopes. This is despite the fall-out in projects for the open cities of the south where lead-management roles in financing applications had been the substance of their business with the country.

Current talk is instead of China listings — quotations on the Hong Kong exchange, through holding companies, for Chinese enterprises over which Peking would be willing to relinquish full ownership. This could be particularly appropriate for smaller offshoots of the Bank of China, some of which have some of their operations in Hong Kong.

A few of these have indicated willingness in principle to follow that course. Numerous obstacles remain, but officials from both sides are said already to have discussed a possible pilot issue.

But within the territory, the more substantial local broking firms see three main avenues

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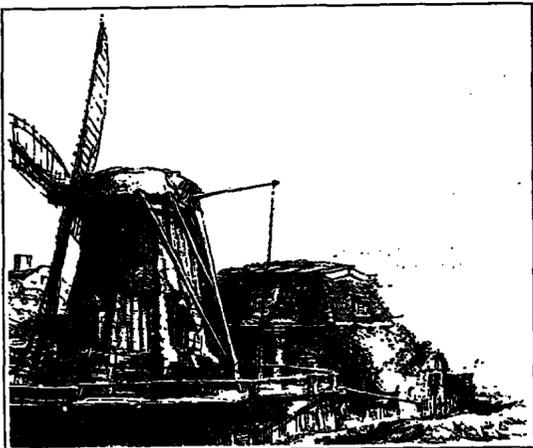
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Continued from Page One

Kong's future, it could clearly reduce Peking's dependence on the territory in the longer term, especially as China is evidently keen to tap capital markets further afield. It recently issued a Eurobond in Frankfurt, and exerted considerable pressure on banks to take part from London in defiance of the Bank of Peking's opposition — China still has uncleared pre-revolutionary debts.

There is no doubt, nevertheless, that Hong Kong's markets could increasingly serve as a conduit for investment capital, from both Hong Kong and elsewhere, into China. The extent to which China will want and need to use them as such depends on its knowledge for how long Deng Xiaoping remains the effective leader of China, and whether his open-door, growth-oriented policies will survive him. These are areas in which Hong Kong will in any case be powerless and upon which it is almost pointless for the territory to speculate.

Hong Kong is also vulnerable to other powerful outside influences out of its control. Since it is so trade-based, the economy reflects the performance of that of the industrialised world and especially the US. During this decade, that has meant strong growth with the exception of last year. There are naturally huge fears in the territory about US protectionist pressures.

Manufacturing industry is dominated by textiles and other light goods which have typically required a short investment cycle. At present, new investment is slack and there are calls for development of new higher-technology sectors providing a better future for the industrial base.

While Tokyo is the centre of a huge pile of capital, it remains extremely tied by regulation, as well as inhibiting foreigners through the language problem and the very high cost of a presence there.

Singapore, meanwhile, is widely seen as having missed the opportunity to take over some of Hong Kong's functions, because of the government's interventionist approach. Bankers and brokers see Hong Kong's role as an international financial centre continuing in the following ways:

•As a medium for cash investments from South-East Asia, and particularly from overseas Chinese in the region. Any worries such investors might have had about Hong Kong's financial system should have been eased by the recent enactment of new banking legislation placing tougher capital, ownership and auditing requirements on banks and better defining the role of the regulators.

•As a portfolio management centre, advising regional and local investors not necessarily on investments in Hong Kong, but internationally as well. There are increasing numbers of fund managers in Hong Kong, and the local stock market has additionally become far more institutional-

ised. This also provides a sounder base. •As a services centre. The importance of Hong Kong's services in shipping, ship management, accounting, law, back-office work, communications and transport cannot be underestimated and seem set to be unparalleled in the region for a long time to come. •As a deal-making centre. Many banks come to Hong Kong because so many other banks are not. If they want a share of the action — be it South-East Asian, Chinese or local business — they currently have little alternative but to be there. •As a base for China business. Companies often find that, with a strong Chinese presence in Hong Kong, the territory is a more useful and agreeable base than Peking.

All of this is supported by low tax, a laissez-faire government approach, and a life-style that bankers candidly admit they want to maintain.

Obviously, the financial services industry could collapse in Hong Kong. It is too easy to paint a picture of extreme gloom as 1987 approaches. If there are financial accidents of the type which can occur in any such centre, the crisis which could follow could be even more serious in light of the uncertain nature of confidence. Some bankers acknowledge that they could move out virtually overnight and continue their business virtually unchanged from another base.

With the territory still to be a booming international finance centre when the Chinese are posted there instead of British troops and Gurkhas? To some extent, the answer will depend on boardrooms far away — in New York, for example, where the simple idea of a communist domination might not seem compatible with the long-term profitability of a US bank's extensive commitment.

The markets in Hong Kong can do only one thing to influence such decisions. "The real solution," says Mr Kim Chan, chairman of the Hong Kong Futures Exchange, "is to make the place work."

Territory's future role

Gordon Cramb

Comm



New supervision in banking

Commission acts swiftly

FOR THE last month, banks in Hong Kong have been operating under a new regulatory regime, one which seeks to bring many areas of their activities under official control for the first time. It took only eight days for the territory's new Banking Ordinance to justify its existence. Using the powers which had come into force on September 1, the government moved in to take over Hong Nin Bank's four-branch operation which ranks 28th of the 35 locally incorporated banks.

The action by the Banking Commission came as a surprise as Hong Nin had already found a buyer and, just days earlier, officials were saying they expected a speedy deal to go through. But, faced with an erosion of deposits at Hong Nin and evidence of questionable loans, they dislodged its management and put in place an Exchange Fund credit line from Hong Kong's official reserves. Hong Nin illustrates the frailty still able to be discovered in some areas of Hong Kong banking at a time of ironically high liquidity—often uncomfortably so—for the sector as a whole, and when analysts and regulators alike were reaching the opinion that the series of messy collapses over the past three years was over.

The first of these was Hang Lung Bank, the collapse of which in September 1983 cost an estimated HK\$1bn and prompted the drafting of the new legislation. The spate of half a dozen culminated with Overseas Trust Bank, which failed in June last year.

Hong Nin was still solvent, however, and the pre-emptive nature of the move also indicates the extent of the jurisdiction now in place. Previously the territory's governing bodies would have had to vest case-by-case powers with the commission.

Officials point out that in some respects the new ordinance gives them more powers than those available in the UK to the Bank of England. Notably, government approval is now required for all new shareholdings representing more than 10 per cent of a bank's equity, before voting rights can be exercised. No such unequivocal authority was available to the British regulators when Standard Chartered, the UK bank with a Hong Kong note issuing mandate dating from 1862, in the last few months faced the attentions of Sir Yue-Kong Pao and then of Sir East entrepreneurs.

Further than this, Mr Robert Fell, the Banking Commissioner, under the ordinance may require an institution to do "any act of thing whatever" including, as events have shown, case control if he deems it in the public interest.

All the same, the ordinance has been designed to avoid too precipitous a clampdown on the sector, and Hong Kong is far from having entered a new and draconian era of banking supervision.

A two-year grace period will preclude the imposition of its requirements on capital adequacy, while flexibility and tolerance are the two attributes still most commonly stressed by the authorities responsible for its introduction.

"I think the industry itself feels the need for definite requirements," Mr Fell says, but adds soon afterwards:

Banks in Hong Kong

| | 1980 | 1981 | 1982 | 1983 | 1984 | 1985 | (June 1986) |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------------|
| Total assets (HK\$bn) | 289 | 414 | 597 | 789 | 904 | 1,181 | 1,272 |
| of which HK\$ denominated | 153 | 180 | 240 | 275 | 292 | 342 | 363 |
| Number of banks | 113 | 121 | 128 | 134 | 140 | 143 | 149 |
| Number of branches | 1,033 | 1,181 | 1,346 | 1,397 | 1,407 | 1,394 | 1,392 |
| Average liquidity (final month, %) | 48.4 | 55.5 | 47.2 | 51.1 | 49.6 | 50.7 | 54.6 |

Source: Census and Statistics Department, Hong Kong

"What I would have liked is less in the ordinance and more by discretion."

Discretion is being used by the authorities particularly in monitoring newer areas of business for Hong Kong banks, as the shape of their market changes.

Chief among these changes is the potent new force established over the last three to four years by the Peking-controlled Bank of China group, which now has some 20 per cent of the territory's branch network and a deposit base estimated to be at least of similar proportion.

Preferential loan rates offered in some areas by the Bank of China and its related institutions have contributed to tighter terms for lending all round, amid the relatively low demand for borrowing which persists in the system. Pressure on bank margins in this accompanied by an enduring temptation, the new regulations notwithstanding, to base lending undertakings as much on the need for interest revenues as any prudent evaluation of the product or entity which is to be the recipient.

These uncomfortable symptoms are being manifested in three key areas of business:

- China trade, where reliable volume of two-day business is still being largely hampered by foreign exchange restraint, while infrastructural project finance now requires the lender to assume more of the risk burden. Because of these restrictions, China-related business accounts at most for 5 per cent of banks' loan portfolios.

- Corporate business within Hong Kong, which is gravitating to the foreign institutions which are best placed to offer the full range of money market instruments.

- Retail outlets, which are being obliged to follow world trends in automated banking for personal customers, requiring investment levels by the larger institutions which their smaller rivals cannot hope, even proportionately, to match. Credit card business meanwhile continues to produce poor returns from a Chinese community which is said to be markedly diligent about settling monthly statements.

But as the foreign banks lead a shift to securitising large corporate calls for funds, their local counterparts are discussing a concerted move to open up an industry at the opposite end of the same spectrum—venture capital, which has yet to take off in Hong Kong. It is being enthusiastically promoted, although still only in proposal form, as a growth opportunity for the local sector.

Mr Piers Jacobs, the Financial Secretary, has as a policy target a closer relationship between banking and industry, and is lending a cautious endorsement to those examining its feasibility. The idea is

unlikely, however, to come to fruition in the form of a full-fledged and state-backed industrial or development bank, as is being proposed by some local bankers.

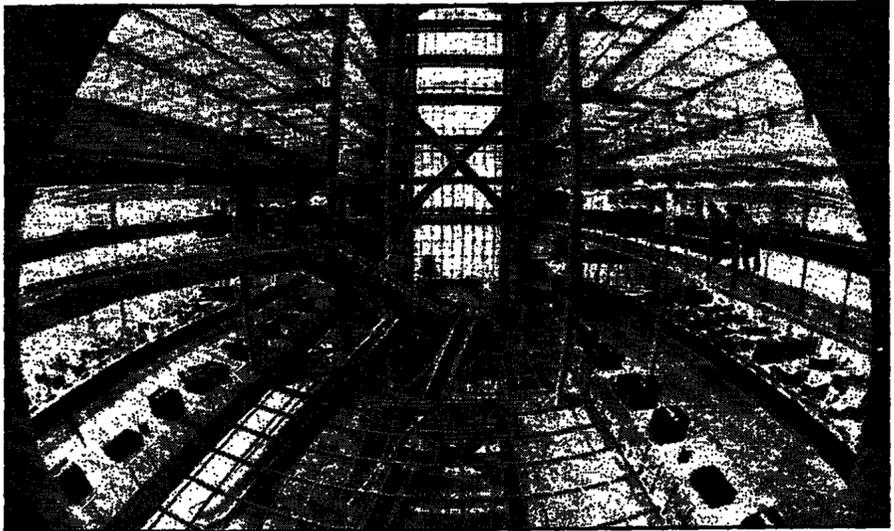
Mr Peter Wrangham, general manager of Hongkong and Shanghai Banking Corporation, by far the territory's largest local bank, is among those who would prefer venture capital to remain a private sector prerogative. An industrial bank would, for many, come too close to being a central bank, and Hong Kong has so far managed without one.

Of the HK\$200bn in outstanding bank lending for use within the territory, less than a tenth is to the manufacturing sector, which ranks a low third behind property and merchandise. In

part, this reflects Hong Kong's make-up, but with an additional element of caution on the part of the banks, in spite of weak overall loan demand.

Mr Wrangham, who in his other capacity as chairman of the Hong Kong Association of Banks is currently examining the potential for venture capital, says: "There could be a time, particularly in electronics, when you are dealing with are components coming in from Japan or Korea and being made up. As a bank you are not always able to assess the prospects of an enterprise. Equity can be a better route."

For the banks very much below Hongkong Bank in size, though, opening many new sectors such as venture capital is



View of a section of the banking hall of the Hongkong and Shanghai Bank

likely to require a strengthening of their own capital base. Aside from this is the September 1988 deadline for all the 35 local institutions to fall in line with the capital adequacy ratios laid down in the ordinance. Whether or not more follow Hong Nin into protective cus-

today, a series of mergers within the sector is thought likely on a voluntary basis rather than in the face of imminent failure.

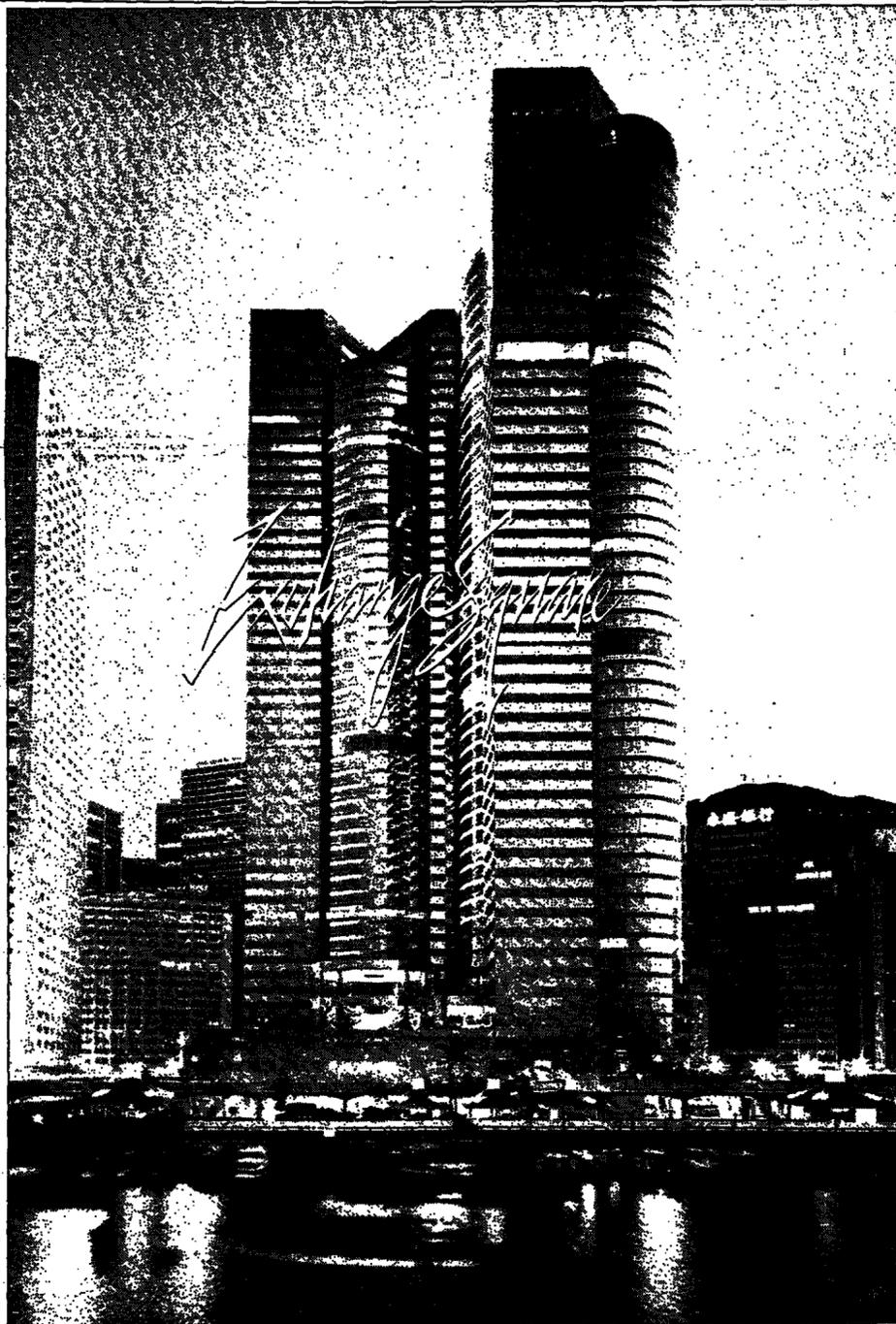
Analysts foresee a selective regrouping, mainly involving the medium-sized institutions which will have to fund a presence in an expanding range of

wholesale banking markets and retail services, all requiring investment in technology.

This is where the squeeze on earnings is expected most to come. Below this level, for reasons of prestige or otherwise, family controlled banks and deposit taking companies

are likely to remain in existence despite being minuscule by world standards. As Mr Fell, watching from Queensway Government Offices, puts it: "The very small will lick his own stamps and get by somehow."

Gordon Cram



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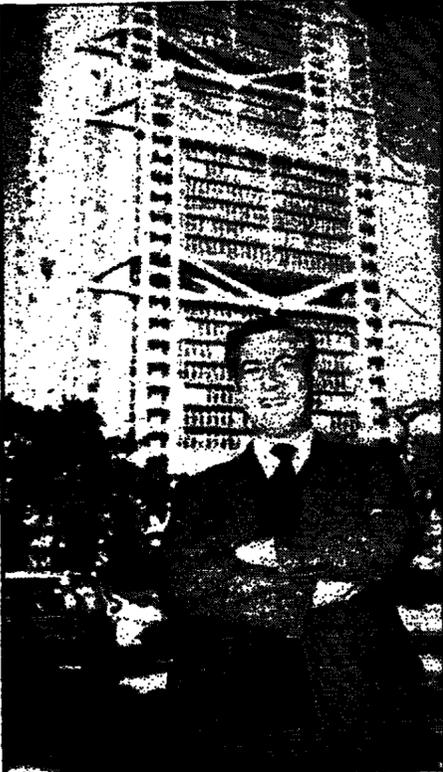
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Mr Piers Jacobs, the new Financial Secretary in Hong Kong, seen in front of the Hongkong and Shanghai Bank—the tallest building in Asia

Hong Kong as a Financial Centre 4

Futures Exchange

Gamble-lovers boost market volume

MR KIM CHAM has good reason to be even more than usually effervescent about the progress of the Hong Kong Futures Exchange, of which he is chairman.

After being reborn in May as a financial futures market trading Hang Seng Index futures, the exchange has grown rapidly. Though the contract is small in value terms, trading volume measured by numbers of contracts has already passed the stock index business on the London International Financial Futures Exchange (Liffe) and the Sydney Futures Exchange.

The secret of its success, apparently, is the Hong Kong resident's innate liking for a gamble. Big investing institutions do participate in the market, but only to a limited extent.

Since the man on the Shaukeiwan tram has been boosting futures volume in a time when the stock market has been rising—and has been using futures as an alternative to stocks—there must still be question marks over the durability of the exchange's current success.

The enthusiasm of the mostly young investors is clear, however. The exchange is already planning a move next month to a larger and more suitable floor, and will then launch futures based on domestic short-term interest rates. International contracts such as currencies will follow later.

Brokers say some procedures need to be tightened to bring it more into line with international markets.

The exchange was established in 1976 as the Hong Kong Commodities Exchange, but met limited interest and was beset by a series of scandals. Futures consequently had a poor reputation in Hong Kong. Reforming the exchange was therefore a challenging task, involving new surveillance procedures, arrangements for a compensation fund, new legislation, and finally the attraction of capital from new members.

That the exchange will be a tougher watchdog already seems clear. Breaches in discipline have caused the suspension of a member firm and fines of others—for offences such as dealing for own account ahead of a customer's order.

Some members contend that the HK\$100 minimum commission is being undercut, and the exchange is understood also to have penalised members quietly for this, as well as for charging less than the

HK\$10,000 minimum margin from customers.

The stock index contract—by far the most important since the exchange's commodity futures barely trade—is based on the Hang Seng Index of 33 stocks. Its value is HK\$50 times the index, which stood at record highs just below 2,000 in early September giving a futures contract value of nearly HK\$100,000.

Hong Kong's stock market has always attracted considerable interest from small investors. Local brokers' offices are often crowded with customers keeping an eye on the market, and financial news is an important component in dozens of newspapers.

So it is not surprising that investors should have been attracted to a low-cost way of speculating on the stock market. Brokers believe that most customer orders come from fairly wealthy local individuals wanting to take a punt on the direction of the stock market. As the market has been going up, this has been highly profitable.

Many such investors are probably less attuned to the idea of selling a futures contract short as a way of betting that the market will fall. Nor, so far, is there much use of the market as a hedging vehicle, again the market's bullishness has meant little of the complex arbitrage programmes of the type seen in the

US are possible in theory. Since the index consists of only 33 shares and is heavily weighted towards a few of the large capitalised stocks, it would be possible to buy or sell all of the component shares or a smaller selection giving a reasonably good proxy for the index. But brokers say that the premium of the index futures price over the actual index level is not high enough to justify an arbitrage trade involving the sale of futures contracts and the simultaneous purchase of constituent shares.

As part of attempts to develop a more solid liquidity base for the market, the exchange is promoting spread trades between different months of the Hang Seng contract. Lower mar-

Hang Seng Index futures market

| End of each month | Open interest | |
|-------------------|---------------|--------|
| | Net | Gross |
| May | 1,891 | 5,587 |
| June | 2,314 | 5,213 |
| July | 3,404 | 7,508 |
| Aug | 4,678 | 10,903 |

gins and margin offsets are being offered by International Commodities Clearing House, which clears the HKFE.

Business has been fairly well spread among the 85 members entitled to trade the contract on the floor. This is to some extent to be expected as each undertook to transact a certain amount of business as a condition of membership. Mr Cham says that each membership will be reviewed after a year and that those not doing enough business can be removed.

Though this incentive may account for some of the volume—brokers calculate that it is worth paying the HK\$10 fee to the exchange per contract, so they do in-house or own-account trades—the diversity of brokers active in the market does indicate a fairly broad spread of interest in the market.

Prominent traders include local brokers such as Sun Hung Kai, Chin Tung and Pak Shing, as well as Wardley, which is the Hongkong and Shanghai Banking Corporation's merchant banking subsidiary and

similarly has a broad retail investor base.

Some interest from institutions and wealthier private clients is indicated by the activity of foreign houses such as James Capel and Hoare Govett. China-owned firms also trade as members.

The base of the exchange's business could be broadened shortly by the admission of associate members. Mr Cham opened the Hang Seng market to new members at HK\$50,000 each—a price which now seems cheap—with the incentive that those in at the start would have a clear run for six months.

The moratorium on new members is up in November, and Mr Cham says 183 firms have applied to join. However, the initial members' advantage is likely to be retained by allowing associate memberships, which would not permit a floor presence and would require holders to trade through full members. This could prove controversial.

The next contract, on 90-day Hong Kong dollar time deposits,

is also likely to broaden interest in the market since it will appeal largely to banks. The HK\$1m contract will require government approval, but this is unlikely to be a problem, and the Hongkong Bank, which dominates the local money market, is also likely understood to be in favour.

Brokers say that some procedures of the exchange need to be tightened up to bring it more into line with international markets. For example, the exchange has a mixture of different trading methods. It is basically open-outcry, like most major futures markets, but also has opening and closing call sessions.

The call chairman also oversees trading throughout the day repeating latest quoted prices

with the aim of assisting traders and keeping the market moving. The intention of having such a mixture was to boost the liquidity of the market.

Some brokers believe the call sessions are unnecessary, and make it difficult to trade at the end of the day because it is never clear at what point the market will actually close, it is impossible to put in "market-on-close" orders.

Brokers also say that there should be a floor committee composed of practitioners, as on other markets, in order to aid speedy resolution of trading disputes.

Such grumbles notwithstanding, the HKFE's progress in such a short time has been remarkable. The average trade is increasing from one to nearly two contracts, and brokers say a 200-lot order could now be handled fairly quickly. Traders have quickly picked up experience of trading futures, and the noise level—always a good test of futures markets—is high.

Alexander Nicoll

Hong Kong's local investors have been attracted to a relatively low-cost way of speculating on the stock market

are tightened up to bring it more into line with international markets. For example, the exchange has a mixture of different trading methods. It is basically open-outcry, like most major futures markets, but also has opening and closing call sessions.

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Crowds flocking the Eastern Corridor: local residents' innate liking for a gamble has been the secret of the success of the Hong Kong Futures Exchange.

Capital Markets

An example of dynamism

WANTED: new top-quality borrowers. This is the cry from the bankers who have developed Hong Kong's capital markets over the past two years and are now looking with some concern at the future.

The capital markets are a good example of the dynamism of Hong Kong and its ability to apply sophisticated techniques rapidly. They indicate the role that Hong Kong could play as a fund-raising and investment centre for the region as its political status changes.

What is needed, however, is a broader spread of borrowers—including some making issues which could serve as benchmarks and wider distribution of securities outside the banks which underwrite them.

Two important worldwide trends underlie the growth of Hong Kong's fixed and floating rate debt markets. These are securitisation, or the substitution of securities for bank loans; and swaps, through which borrowers can borrow more efficiently and according to the regimen which suits them best.

Securitisation has signalled Hong Kong's decline in one area in which it used to serve as an important financial centre: the arrangement of syndicated loans for South-East Asian borrowers. The more creditworthy among them have turned to the securities markets, mainly in Europe, to satisfy their funding needs, while others have been borrowing less, mostly for economic reasons.

The trend may not last. Malaysia, for example, has recently been forced to return to traditional syndicated loans as its credit rating has dropped. For the time being, however, those banks still in the business are left competing fiercely for a handful of mandates.

Hong Kong still does serve as a centre for what deals there are, covering an area stretching as far West as Pakistan. But the focus of most of the Euro-market bankers who were involved in the business has switched.

Rather than allowing securitisation to take away their livelihood, they have applied its techniques to the local market. In particular, the volume of

Placement of HK\$ certificates of deposit

| Underwriting banks | % |
|------------------------------|-----|
| Local non-underwriting banks | 12 |
| Banks via asset packages | 7.5 |
| Pension fund/insurance cos. | 15 |
| NK corporate investors | 10 |
| High net worth individuals | 10 |
| Money market funds | 6.5 |

Sources: Manufacturers Hanover estimates.

securities issues denominated in Hong Kong dollars has mushroomed. Complex structures used in the Euro-markets have been fully employed in Hong Kong such as "mini-max" floating rate notes, reverse FRN, "bull" issues and warrants.

There have been two main types of issue: commercial paper—short-term notes issued by companies as an alternative to short-term bank funding—and certificates of deposit.

Commercial paper facilities quadrupled in 1985 to HK\$3.35bn but the pace has slowed in 1986, with just over HK\$3bn arranged in the first eight months of the year. Such facilities are usually arranged on the tender panel basis, in which underwriting banks set a maximum spread over money market rates at which the borrower will be guaranteed a maximum cost.

The participating banks, however, bid competitively for paper each time an issuer needs funds, so that the borrower should be able to obtain money at below the maximum spread.

The volume of new facilities has declined this year probably because most of the major local borrowers with a natural need have already arranged them. These include major borrowers such as the Mass Transit Railway Corporation and Hongkong Land, and other utilities such as Hongkong Electric, the Kowloon-Canton Railway and Castle Peak Power, as well as large

companies such as Cheung Kong and Jardine Matheson. Banks and Chinese enterprises have also been among the users.

Commercial paper issues are—or, at least, should be—restricted to the highest quality borrowers who can achieve the finest rates, and the number of these with a need for Hong Kong dollar funding is limited.

CD issues, which are mostly at fixed rates, are running well ahead of last year, at HK\$10.5bn in the first eight months compared with HK\$7.3bn in the whole of 1985. A handful of foreign banks dominate the lead management tables, with Banque Paribas just in the process of edging ahead of Manufacturers Hanover and Citicorp running third.

Despite its rapid growth, however, the Hong Kong dollar market has a number of impediments:

• Banks make fixed rate issues with the aim of swapping the proceeds into Hong Kong dollar funds at rates below those they could obtain by straightforward funding. This depends, however, on a supply of swap counter-parties—borrowers with a need for Hong Kong dollar fixed rate funds in quantity. This is clearly limited.

• Foreign borrowers (other than Chinese) are limited by the same constraint and also by the Hong Kong Government's apparent reluctance to see too much foreign dependence on Hong Kong dollar funding, which it sees as potentially threatening currency's fixed link to the US dollar. The Government has turned down an approach to allow a World Bank issue.

• There are virtually no issues by the Hong Kong Government itself, and thus no clear benchmark of the type found in other securities markets. The closest are MTRC issues.

• The market has no liquidity. There is very little trading of securities. Banks, far from distributing securities to investors as part of the disintermediation process, hold most paper themselves. This has been extremely profitable during the steady decline in interest rates, but could cause considerable dislocation should interest rates turn upwards, and

particularly if there is a sudden substantial rise in rates which seems unlikely at present.

• Though Chinese entities have been active borrowers, they tend to be extremely demanding in setting terms, with the result that banks participate merely as a lever to obtaining future business—these are often called relationship deals, and they occur in straightforward bank lending as well as in securities issues. There are signs, however, that borrowers are now tending towards fairer pricing.

Banks have attacked the liquidity problem in several ways, of which the most recent are money market funds aimed at the small investor—that is to say, an investor with at least HK\$50,000 to keep on deposit. These invest in Hong Kong dollar securities and pay interest well above the cartelised bank deposit rates.

By early September, Manufacturers Hanover was the largest with HK\$60m invested. But this remains a drop in the ocean in terms of achieving a broader distribution of securities among non-bank investors.

A more substantial trend has been towards packaging of assets, which effectively removes securities from the secondary marketplace and replaces them with new ones. The issuers of these securities hold these ones until maturity and lock in a funding margin. Though this relieves the secondary market of often poorly-priced issues, it does not really expand the investor or borrower base.

"A lot of issues at the moment either have other assets tied to them or are effectively being used as a hedge against the issuer's own holdings," says one banker.

The challenge to all participants in Hong Kong's capital markets, therefore, is to develop borrowers and investors before a simple rise in interest rates seriously damages the longer term prospects for the markets' growth. The capital markets still have some way to go before they can serve as a model for the new Hong Kong.

Alexander Nicoll



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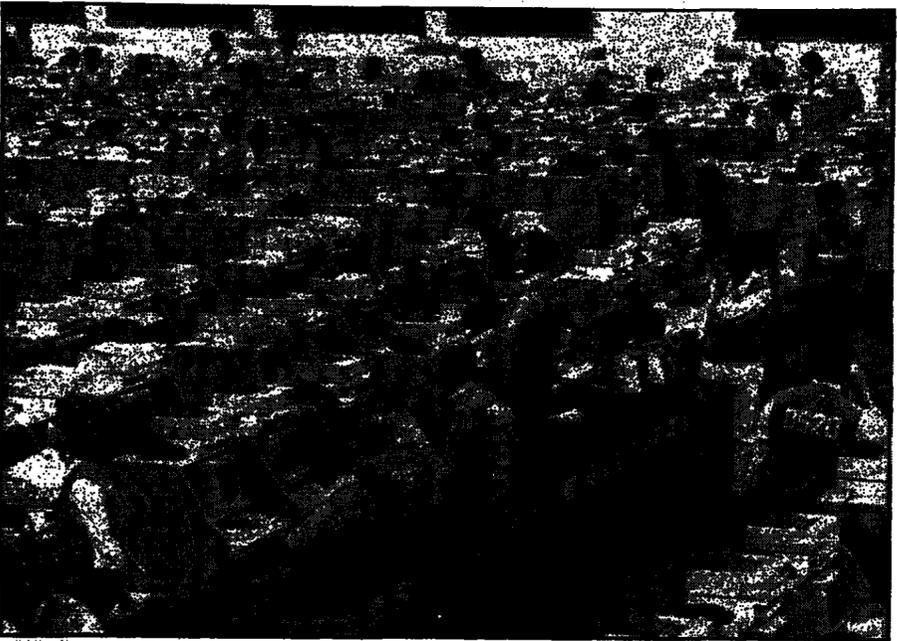
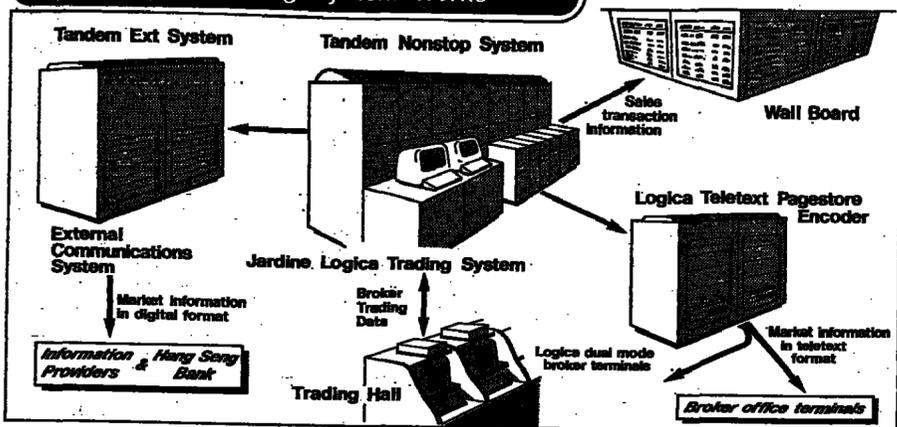


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member Hongkong Bank group

Hong Kong as a Financial Centre 5

How The Trading System Works



As many as 3,000 dealers will be able to operate through the HK\$70m computerised system which was completed on time and within budget.

Computerised dealing system

Doubts have evaporated

MR WILLIAM PHILLIPS, managing director of Baring Securities' Hong Kong subsidiary, was cheerfully repentant: "Definitely, I was sceptical," he said, "and definitely, I was wrong".

He was one of a number of significant stockbrokers who last year publicly cast doubt on the Stock Exchange of Hong Kong's plans for a new, computerised trading system to unite dealers from the territory's four existing exchanges—Hong Kong, Far East, Kam Ngau and Kowloon—on one trading floor.

Now most of the doubts have evaporated. "Having looked at the alternatives, I think we have a very good compromise here," says Mr Phillips.

There are some niggles. Brokers say it can be difficult to buy or sell large volumes of stock close to the end of a trading, but for the most part, the reception accorded the system vindicates the judgement of its chief architects. Mr Donald Li Fook Shiu, chairman of the exchange, and Dr Philip Wong, chairman of the exchange council computer subcommittee.

Since it went live earlier this year, it has functioned without a hitch—except for one notable day last month when, through human error, the system was not switched on for four minutes at the beginning of trading. Automatic start-up has now been built-in.

Stock trading in Hong Kong in the days of the four separate exchanges was idiosyncratic. The new, computerised system is itself also idiosyncratic because it has been designed to mirror, electronically, the manual trading method, which raises some questions about its competitiveness against other markets. But it is, nevertheless, sophisticated and ingenious and has a number of features which could be applied to other, small exchanges around the world.

The four original exchanges all traded in roughly the same way. Large white-boards, one for each stock, mounted on the walls of the trading hall carried the bid and ask prices. The brokers wrote their identifying company numbers in columns under the prices indicating a willingness to deal at the prices quoted or at one spread higher or lower.

Dealers traded face to face in front of the boards, inserting the number of shares traded and the price agreed on the lower part of the board.

for each board, relayed the trading information to brokers on the trading floor and in their offices in other parts of the city. When the decision was taken to unite the four exchanges on a single trading floor, it was clear the white-boards would have to go. With up to 3,000 traders entitled to take part in the outcry system, a chase would have resulted.

"There is no doubt about it," Dr Wong, a stockbroker and paper manufacturer, says, "technology had to be the key to what we were trying to achieve." But he was very conscious that to win the support of the traders, certain features of manual trading would have to be retained. In particular, he was looking for flexibility especially in terms of last minute changes of mind—"That is a very important factor in Hong Kong".

The technology of the new stock trading system is ingeniously designed to mirror, electronically, the manual methods of the four original exchanges.

That ruled out, for the time being at any rate, automatic matching of bid deals, although the exchange is currently investigating the development of such a system for very small orders.

So Dr Wong's functional specification paid full tribute to the conservatism of the Hong Kong brokers and asked for a replica in electronic terms of the whiteboard system.

The trading floor would be retained but the dealers would be restrained to small cartels organised around the four walls of the trading hall. In front of them, computer screens would electronically generate images of the whiteboards. Deals would be consummated by telephone and details input through keyboards.

Many companies bid for such a prestige contract. The list included the mainframe manufacturers IBM, Sperry, Burroughs, Honeywell as well as a joint bid from the London Stock Exchange, Rediffusion and Modcomp and a bid from Jardine Logica Systems, a joint company set up by Jardine Matheson & Company, a very significant company in Hong Kong, and Logica, the UK-based computing services company.

For all the bidders, Dr Wong's specification presented a problem of peculiar difficulty but one which is common to all stock exchange and trading systems. The problem is how best to

arrange for all dealers to receive, in a fair manner, all the market information to which they are entitled through their screens, allowing them to browse at will through all the stocks on offer while at the same time making possible virtual instantaneous update of the information when a deal has been concluded.

It might be thought that should prove a simple task for modern high speed computers, but that is not the case. Assembling screens of information and transmitting them to screens on dealer's desks takes substantial processing power. Hong Kong brokers in the old exchanges used to browse through the whiteboards by riffling their fingers over the control buttons for the closed circuit television system.

To allow similar trading prac-

tics on a computer-based system would imply a massive and expensive concentration of computer power. IBM, for example, at first bid large numbers of its Series/1 minicomputer and then its 4300 family of medium-size mainframes.

The eventual winner, Jardine Logica, took a different and novel approach. Price Waterhouse advised the exchange on its choice. Mr Philip Godolphin, one of its senior consultants, moved to Jardine Logica to manage the trading system project and so provided a stout rod for his own back—"I had to ensure the system really did all those things I had insisted on," he says ruefully.

It was based on a series of nine Tandem Non-Stop II minicomputers, machines noted for their high transaction processing capability and ability to continue working even if part of the system should fail.

They then split away the information providing part of the system from the information processing. Each dealer position was equipped with a Philips high resolution video screen and a purpose built keyboard which enabled the system to work in two separate ways—interactive mode and teletext mode.

In interactive mode, the dealer is communicating directly with Tandem computers to input trading information—posting buy or sell orders, recording successful

bargains and making inquiries about private information held on the system such as his own sales or purchases journal.

Trading information is extracted automatically from the input by software in the Tandem computers and fed to a pagestore, a device for holding, in electronic form, complete pages of information. In the case of the Hong Kong system, it includes a representation of the whiteboard for every stock, the top 20 stock listings, news pages and financial statistics.

These pages are broadcast one after the other to every broker terminal (there are over 800 on the floor) using teletext technology, a method for transmitting digital information using video signals—it is known best in the UK in the form of the BBC's Ceefax and ITV's Oracle.

It is a little like watching transparencies screened using a projector with a carousel magazine. The pictures come up one after the other and any one of them can be "captured" by the terminal without interfering with the flow.

There is no load on the central processor at all, and the brokers can select a new page in about 0.6 of a second.

For Jardine Logica, the project was an undoubted success. Everybody agrees that it was completed on budget, in the time allowed and does exactly what the exchange wanted it to do.

Mr K. W. Chan, data processing and trading manager, with previous experience of government computer projects, says it is one of the most successful projects he has seen.

Mr Li, the exchange chairman, and Mr Geoffrey Sun Hon Kuen, its chief executive, agree. And the traders seem happy. Ms Jill Gallie, of the old-established Hong Kong trading family F. R. Zimmern, a member of the exchange system user committee, says: "Now we are in the 21st century."

Costing HK\$70m, it is still only the first stage in the computerisation of share trading in the territory. The next stage, and one which could result in considerable savings, is the automation of settlement and clearing. The International Commodities Clearing House (ICCH) and the Hongkong and Shanghai Bank are working on proposals for this next stage of automation.

Alan Cane

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PHILIPS

Hong Kong as a Financial Centre 6

The future of foreign banks

Prospects look good

MR FUMIO UMEMOTO is happy with Hong Kong. As a general manager of a foreign bank operating in the territory, this is understandable. But his bank is Bank of Tokyo, one of Japan's leading "city" or commercial banks; he is on its main board in addition to his local duties; and he could be forgiven for being more enthusiastic about prospects for a liberalised financial era now dawning on Tokyo than he is over Hong Kong's changeable outlook.

This is some way from being the case, though, and Mr Umemoto readily draws attention to the extent other foreign banks will follow. It is being asked as frequently and as urgently as what China's commitment to promoting the territory's financial system will be.

Whatever the outcome one makes for a placatory role in national public relations which all bankers abroad have at times to adopt, the tangible presence of Japanese banks in Hong Kong is large and growing. Because of their parents' sheer size, in the words of one government official, they "dominate Hong Kong's banking balance sheet."

The question now is how much of their local activities will flow back to relocate in a freer Tokyo market, and to what extent other foreign banks will follow. It is being asked as frequently and as urgently as what China's commitment to promoting the territory's financial system will be.

Other foreign banks are therefore seeing: a small and dwindling role in the retail market as the mainland institutions mop up individual and small-trader business (Barclays this month announced a branch shake-up involving 80 job cuts, about a sixth of its staff);

High liquidity in the banking system as a whole — in recent months this has shown signs of rising further from its level, of within a point or two of 50 per cent, which it has held since 1983;

With loan demand low, a paring of corporate lending margins, and Japanese banks identified as leading the way. Faced with this less than

buoyant outlook for growth, the overseas institutions appear to have a limited number of ways forward. These range from, at the narrow end, forging close links with one of the territory's larger enterprises outside the financial sector, offering "most favoured customer" status in return for a reliable volume of business.

None but the smallest among the overseas operators would be likely to opt exclusively for such a path. But unwittingly, it could be one upshot for Standard Chartered if the shareholding beach-head established by Sir Yue-Kong Pao is reinforced by deals channelled through his property and shipping empire.

Instead the banks could rely on, and attempt more actively to generate, an increased level of business from their home country. The Japanese in spite of their size are still substantially Tokyo-linked — it is unlikely that any of the country's 22 banks operating in Hong Kong has less than a majority of lending exposure to Japanese borrowers, primary trading houses.

US banks in particular can tap export-import finance business from the HK\$20bn annual level of bilateral trade (re-exports excluded) which keeps the US just ahead of China as the territory's main trading partner.

This business generally provides good margins for banks, and a slight improvement in volume is expected this year after a dull 1985. However, the peg of the Hong Kong dollar to the US counterpart tends to inhibit the opportunity for associated foreign exchange dealings which can otherwise provide a valuable top-up.

But if a desire for diversity dictates against a branch shake-up course, a more likely way forward — for the larger foreign players, at least — is to ensure a lasting lead in sophistication of wholesale services. It is these which are expected to sustain their Hong Kong subsidiaries, even if regional administrative centres gravitate towards Tokyo.

First, in most cases the foreigners have the edge in experience as Hong Kong follows the world trend away from large-

volume credit syndications and towards funding underpinned by securities.

Second, government figures show that loans and advances being made for use outside the territory are in any event increasing to account for more than a quarter of the total while the foreign currency component of all lending through its banking outlets is running well above 40 per cent.

These should together provide a natural habitat in which to cultivate new products, cloning their attributes from developments already undertaken in home markets.

There are strong signs that this is happening, to an extent which is sufficient occasionally to rattle the biggest of the local banks. On the investment side, Hansa's recent takeover of the US did so earlier this year when news emerged of its plan to offer unit trusts; others, too, had been working quietly along similar lines.

The new instruments were seen locally as a threat to a long-standing market for deposits which had served to support margins. But Mr Peter Wrangham, general manager of the Hongkong and Shanghai Banking Corporation, now concedes: "We will be in a position to enter this market in the near future, and we may well do so."

In this instance as in others, government authorities are less than troubled — cracks are seen to be opening in what they view as a restrictive practice which, they say, local banks themselves may soon find is against their best interests.

Officials also regard with relative equanimity the trend to securitised lending, pointing out that to an extent banks have been in trading relationships for years — gold is given as a prime example. What they are monitoring is the scale of positions which the banks take on to their own books, an area made particularly tricky by a continuing paucity of end-investors for instruments such as Hong Kong dollar certificates of deposit.

The sector has grown swiftly. For all banks in Hong Kong, the total of outstanding local currency CDs carried on their balance sheets is fast approaching HK\$15bn, more than 10 times the 1980 level and three times the present foreign currency denominated amount.

Manufacturers Hanover also heads the lead management table for Hong Kong dollar CD issues, a league which has strong French as well as US and British representation and, from the local side, Wardley, the merchant banking unit of Hongkong Bank.

Traditional merchant banking is not at its most profitable in Hong Kong, however, with returns on total assets rarely far above 1 per cent.

On the corporate finance side, takeover activity remains sporadic although new issue business has been on the increase in the past year, even setting aside the Cathay Pacific Airways flotation which was by far the biggest.

The flow of new foreign commercial banks setting up in Hong Kong has by no means ended, despite an official requirement that entrants have world-wide assets of at least US\$2bn — a level high enough to exclude many West Coast US institutions which might wish to develop a Pacific trade business.

For the moment their available recourse is to settle for a deposit taking licence — or to take over an existing local bank at which point the soundness of any new parent is judged at the discretion of the Banking Commissioner.

But there remain obvious gaps. The group was rebuffed by the British authorities four years ago when it attempted to take over the Royal Bank of Scotland, and is still on the lookout for a suitable European commercial bank. Britain seems the most likely location though there appear few candidates.

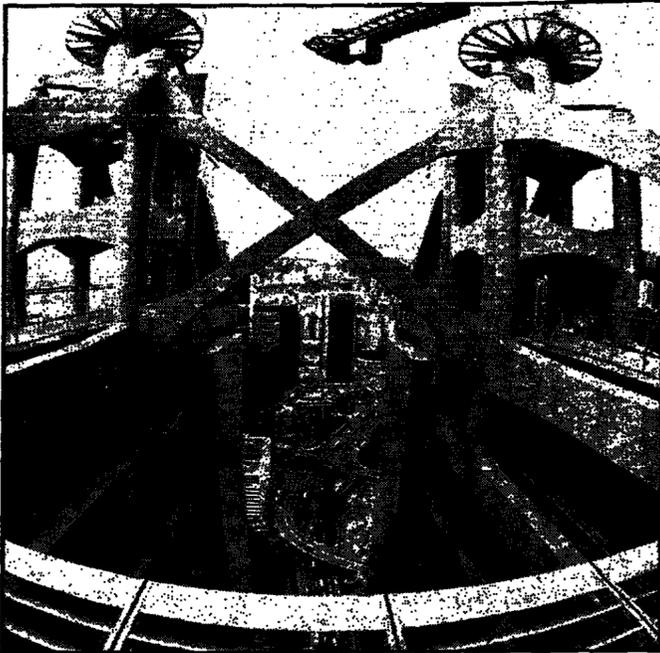
It is also lacking a US stockbroking arm though there are clearly difficulties with US law separating commercial from investment banking functions. And despite James Capel's undoubted international expertise as a stockbroker and Wardley's as a local merchant bank, the group has yet to develop a significant profile in international capital markets activities.

Not surprisingly, the bank's executives are vigorous in attempting to quash such doubts about the group's long-term prospects.

Mr Peter Wrangham, general manager responsible for banking activities in Hong Kong, acknowledges that margins earned on deposits have been shrinking, but says that this is being countered by an increase in market share.

"The growth of our deposits is above the market norm, and our cost of funds is probably the lowest," he says.

This he attributes partly to



▲ LEFT: Bird's eye view from the top of the Hongkong and Shanghai Banking Corporation's new headquarters, designed by Norman Foster. The 32-level grey-and-silver, steel-framed building is nearly 600 feet high. The frame is divided into five "village" blocks separated by double-height storeys.

Above the ground-level plaza, which is broken only by escalators leading to the public banking halls, rises a 170-foot atrium lit partly by a series of light-reflecting panels.

Eight main axists each consisting of four tubular steel columns hold the building up, leaving the central areas of each storey column-free and flexible for present and future arrangements of office space.

At present, most floors are completely open plan. Services for each floor are contained in prefabricated modules. Movement to floors within each "village" is by escalators; the building contains 62 of them.

There are also 23 lifts, most of which whisk passengers to the double-height storeys. Beneath it all are the sub-deposit vaults and the bank's entrance. Atop it is the chairman's suite and a helicopter pad.

The whole structure is guarded by the same bronze lions which stood outside the previous headquarters building, completed in 1935.

Hongkong and Shanghai Banking Corporation

Symbol of dominance

THE HONGKONG and Shanghai Banking Corporation's new headquarters building is a powerful symbol of the bank's commitment to remain dominant into the next century. Like it or hate it, it is both unique and imposing. But next door in the Bank of China's banking hall, through which thousands of Hong Kong people filed ten years ago to pay their final respect to Mao Tse-tung, is a model that is equally symbolic.

The model shows not only how far China has come in the past decade, but also that the communist-owned banks intend to dominate Hong Kong as the territory's sovereignty changes. It underlines the challenge to the Hongkong Bank to be faced by William Purves soon when he succeeds Sir Michael Sandberg as chairman.

The model is of the Bank of China's Hong Kong headquarters. Designed by Mr M. Pei, its complex triangular shapes are as striking as the Hongkong Bank building's extraordinary suspension design. What is more, the building — already under construction — is taller.

The Bank of China's clear past performance is not the only threat to the Hongkong Bank. More broadly, there is the question of whether an essentially British-run bank with colonial origins will be able to hold on to its position — which includes some quasi-central bank functions — when the territory is no longer governed by Britain.

There are also question marks over its business. Domestically, it is facing poor loan demand and the possibility that this will weaken further if there is a dearth of new investment in Hong Kong industry.

The group's loan book has already been hit in the past few years by the Carrion affair, by the local merchant banking business, and by the troubles of Hong Kong's electronics industry. The worldwide trend among top corporate borrowers to tap securities markets is further reducing traditional lending opportunities.

In addition, margins are being constantly squeezed by intense competition.

Internationally, the group does have a large network of branches, and numbers among its subsidiaries Marine Midland Bank in New York, British Bank of the Middle East, the London stockbroker James Capel and the US government securities primary dealer C M & M Group. It is also prominent in China trade and project financing.

But there remain obvious gaps. The group was rebuffed by the British authorities four years ago when it attempted to take over the Royal Bank of Scotland, and is still on the lookout for a suitable European commercial bank. Britain seems the most likely location though there appear few candidates.

It is also lacking a US stockbroking arm though there are clearly difficulties with US law separating commercial from investment banking functions. And despite James Capel's undoubted international expertise as a stockbroker and Wardley's as a local merchant bank, the group has yet to develop a significant profile in international capital markets activities.

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Mr Peter Wrangham, general manager responsible for banking activities in Hong Kong, acknowledges that margins earned on deposits have been shrinking, but says that this is being countered by an increase in market share.

The group's 4¼m odd deposit accounts still clearly dominate the market. There are no reliable public estimates of what market share they represent — the bank's tongue-in-cheek line is that published guesses have ranged between 30 and 70 per cent, and that the share is within that range. (The Bank of China's share, by comparison, is estimated at around 20 per cent.)

The group's card business has been expanding. It has 780,000 cash cards in issue which can be used at 470 machines. This has enabled some branches to be pared from the network, which now stands at 279 (excluding about 100 for the group's Hong Kong Bank subsidiary) — and the branch staffing to be reduced by about 3,000 people in four years.

The cash cards may also be used through an electronic point of sale system in many stores. Mr Wrangham says the bank has also beefed up its marketing of credit cards.

Trade finance relating to trade involving Hong Kong is meanwhile expanding at 10 to 12 per cent, Mr Wrangham says. The local merchant banking subsidiary, Wardley, is recovering from a rough period — caused by over-adventurous lending — after which Mr John Bond, regarded as one of the group's brightest executives,

was put in charge. It has halted traditional commercial lending, leaving that to its parent bank. "We looked at the role of a merchant bank, both in general and in the Hongkong Bank group. We concluded that merchant banks tended to get the risks that commercial banks didn't want."

"This also brought the merchant bank into conflict with its parent. We decided that the future lay not in risky assets but in the top tiers of clients that can tap investors direct," he says.

Hong Kong's growing domestic capital markets are thus an important area of Wardley's business, even though it could be winning mandates for transactions that would traditionally have been done by the parent bank — a situation now found all over the world as investment banking units securitise assets held by their parent commercial banks.

The main thrust of the group's argument about its future is that it already is among the largest of the world's fully international banking institutions.

"We already are what we aim to be," says Mr Bernard Asher, a general manager with responsibility for planning the group's strategy. "We already are a universal bank, global in its nature."

The group, he says, has always had a very federal structure, with a large degree of autonomy being granted to individual subsidiaries and managers around the world. Only about 25 per cent of the group's assets are now in Hong Kong, Mr Asher notes, though he dismisses suggestions that it would seek

domicile elsewhere — "The Hongkong and Shanghai Banking Corporation is a Hong Kong institution," he says.

Mr Asher lists the needs for further foreign expansion as follows: Expanding in China, where it has offices in Shanghai, in two special economic zones, and also has an active China desk in Hong Kong. It has been involved in financing over 200 projects.

Expanding in Europe, where it has offices in London, Frankfurt, and Zurich. It has been involved in financing over 200 projects.

Expanding in Japan, where it has offices in Tokyo, Osaka, and Yokohama. It has been involved in financing over 200 projects.

Expanding in the Americas, where it has offices in New York, London, and Hong Kong. It has been involved in financing over 200 projects.

Expanding in the Middle East, where it has offices in London, Hong Kong, and the Middle East. It has been involved in financing over 200 projects.

Expanding in Africa, where it has offices in London, Hong Kong, and Africa. It has been involved in financing over 200 projects.

Expanding in Asia, where it has offices in London, Hong Kong, and Asia. It has been involved in financing over 200 projects.

Expanding in Oceania, where it has offices in London, Hong Kong, and Oceania. It has been involved in financing over 200 projects.

Expanding in the Pacific, where it has offices in London, Hong Kong, and the Pacific. It has been involved in financing over 200 projects.

Expanding in the Caribbean, where it has offices in London, Hong Kong, and the Caribbean. It has been involved in financing over 200 projects.

Expanding in the South Pacific, where it has offices in London, Hong Kong, and the South Pacific. It has been involved in financing over 200 projects.



DELIVERING SOLUTIONS

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Hong Kong as a Financial Centre 7

The Economic Scene

Healthy trade picture

IT HAS become somewhat of a cliché to say that Hong Kong is becoming a services centre as its manufacturing role is declining.

According to this view, the territory is no longer the low-cost producer it once was, has increasingly moved into higher value-added goods, and its manufacturing base is therefore shrinking and will go on doing so.

Meanwhile, the argument runs, services being offered by the financial, trade, shipping and other support sectors are expanding and becoming more sophisticated.

With the approaching change in the territory's political status, Hong Kong is set to become the services centre for the whole of south China.

Each of these elements of each side of this argument carry weight. Its overall thrust is undoubtedly an oversimplification and may even be wrong.

It is likely that Hong Kong is to continue to hold its own, many people believe investment will need to be focused on higher technology sectors. This could mean investment for a longer period than has been the custom in Hong Kong before receiving a return.

The picture for trade and the overall economy is quite healthy this year, with domestic exports picking up, inflation staying low, and unemployment virtually non-existent. The Government has shown no sign that it will change the local dollar's HK\$7.80 peg to the US dollar, and therefore export competitiveness has improved as the two currencies have fallen in tandem.

Though this has naturally not aided export prices to the US, sales there have grown in the first half of 1986. Domestic exports to West Germany, Japan, Canada and the UK have also been growing, but those to China and Australia have shrunk. Reflecting China's clampdown on spending of foreign exchange, its purchases from Hong Kong of capital goods

watch and clock exports rose, those of electronic components and electrical appliances both fell.

The Hongkong Bank economists argue that the "rising tide of protectionism, coupled with growing competition from newly industrialised countries, has intensified the need for speeding up the diversification of Hong Kong's manufacturing industry."

Investment in new manufacturing areas, however, does not seem to be occurring. The volume of retained imports of capital goods in first half 1986 was 4 per cent below the same period a year before, and the drop in the second half of 1985 was 12 per cent.

"The slump in industrial investment has caused considerable anxiety and doubts as to whether the economic growth that Hong Kong has become accustomed to can really equip itself to respond efficiently to future world demand," the economists say.

Some have backed this concern with calls for a government-sponsored industrial bank to promote new investment, but this has yet to meet widespread support. If it did, it would mark a major break in a territory which has relied so heavily on private sector solutions.

But not even the view that investment in manufacturing industry is declining is universally held. Economists at Sun Hung Kai Securities, for example, say the first half fall in retained imports of capital goods, at 9.1 per cent in money terms, was largely due to a 76 per cent drop in transport equipment caused by the completion of a substantial part of the Mass Transit Railway Island Line.

"The fall in retained imports of capital goods does not reflect a lack of investment confidence, as retained imports of industrial machinery registered a hefty gain of 67 per cent and that of construction machinery showed an increase of 39 per cent," SHK economists say.

"Assuming prices of industrial and construction machinery have climbed by 20 per cent because of the devaluation of the Hong Kong dollar, the increases remain substantial."

Turnover in industrial property also suggests a reasonably high degree of investment confidence, they say.

But the latest figures, at least, provide no evidence of a progressive decline in Hong Kong's traditional role. They do, however, show the new well-documented decline in electronic and electrical goods exports. While clothing and

| | 1st half 1986 | 1st half 1985 | Growth rate (%) |
|-------------------|---------------|---------------|-----------------|
| All countries | 65,374 | 66,408 | 8 |
| USA | 27,836 | 26,125 | 7 |
| China | 7,549 | 7,518 | -7 |
| FR Germany | 4,574 | 3,572 | 28 |
| UK | 4,228 | 4,208 | 8 |
| Japan | 2,576 | 2,053 | 16 |
| Canada | 2,191 | 1,914 | 14 |
| Australia | 1,469 | 1,585 | -7 |
| Singapore | 1,229 | 1,286 | 11 |
| Rest of the world | 14,136 | 12,237 | 15 |

Source: Hong Kong Government

think that protectionist sentiments are over. They could build up and they could affect our position.

At the same time, especially affect Hong Kong's enormous exports of textiles.

The other area of concern is the level of investment in capital goods. This has been running at a relatively low level. If Hong Kong is to continue to hold its own, many people believe investment will need to be focused on higher technology sectors. This could mean investment for a longer period than has been the custom in Hong Kong before receiving a return.

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Domestic Export Comparisons

| Year-on-year comparison | US | China | FR Germany | UK | Japan |
|-------------------------|-----|-------|------------|-----|-------|
| 1985/1984 Q1 | -4 | 27 | -20 | -13 | -3 |
| Q2 | -14 | 26 | -21 | -21 | -15 |
| Q3 | -11 | 27 | -18 | -18 | -15 |
| Q4 | 7 | 24 | 4 | -14 | -9 |
| 1986/1985 Q1 | 1 | 22 | 18 | -3 | 4 |
| Q2 | 8 | 4 | 48 | 16 | 18 |

Source: Hong Kong Government statistics.

Bank of China

A daunting task ahead

HONG KONG'S so-called "Sister Banks"—the 13 banks gathered under the umbrella of the Bank of China—were, until just a few years ago, a ramshackle array of left-overs from the 1949 revolution.

Today, they are being galvanised to provide the funds needed for the daunting task of modernising China's moribund economy. By comparison with many of the western banks operating in Hong Kong, many remain cumbersome, bureaucratic, and desperately short on technical skills. But substantial resources are being invested to remedy this, to the point where the sister banks have now become an increasingly potent force on the local banking scene.

Since 1978, shortly after Deng Xiaoping, China's most powerful figure, formulated the open door policy intended to bring to an end more than two decades of economic isolation, the Sister Banks have become an organised force, each developing particular banking skills.

They are now second only to the Hongkong and Shanghai Banking Corporation and its "sister" the Hang Seng Bank in the British territory. They work in concert to raise funds for lending to ventures inside China, providing financial backing to prospective investors on the mainland, and funding ventures in Hong Kong where mainland Chinese corporations have a stake.

All have either already increased their authorised capital base in order to boost operations, or are in the process of doing so.

More recently, they have committed themselves to fostering "stability and prosperity" in Hong Kong—a policy that may have provided the impetus for banks, and to the financing local shipping group, Orient Overseas (Holdings). The banks in the group—which in Chinese is called the "Zhongyong Jituan"—were originally the Hong Kong branches of banks incorporated in different parts of China. In the wake of the 1949 revolution, all banks on the mainland were nationalised and absorbed into the People's Bank of China's Central Bank.

Today, only four are fully incorporated in Hong Kong, with the remainder maintaining the fiction of incorporation in Peking—in most cases in the form of a nameplate at the Bank of China's headquarters. Their traditional strengths were in simple trade finance, but as they have geared up to

aid China's post-1978 modernisation, so they have begun to build up skills in capital market operations, merchant banking, mortgage finance, industrial investment, and provident fund and unit trust management. Some are now handling futures and options business, and European Currency Unit (Ecu) deposits.

Excluding the one bank in Macao that forms part of the Bank of China group, the 13 banks today account for more than 250 branches, and about one fifth of all bank deposits in Hong Kong—compared with 15 per cent five years ago.

This falls far short of the Hongkong Bank group, which boasts 350 branches, and about 70 per cent of local deposits. But

the turning point for the banks was the arrival in 1980 of Jiang Wengui to set up the Bank of China's Hong Kong and Macao regional office. Until then, operations of the Sister Banks were unco-ordinated and often at odds with each other.

Jiang has since retired, but efforts to dovetail the different banks' operations continue. There are strict limits on the amount any Sister Bank can lend without reference to the Bank of China—HK\$20m for secured loans and HK\$5m for unsecured.

The banks use a common electronic clearing system—Jetro. They all use the same banking training school, which operates from three centres and handles up to 1,000 people at any one time. Most training is devoted to basic skills for junior staff, but an increasing number of more specialised courses are being mounted for senior staff.

Each of the Sister Banks has been encouraged either to build on traditional strengths, or to find a specialist niche. The Fosang Bank, for example, has retained its long-standing role as a specialist in bullion dealing while, at the same time, expanding aggressively its foreign exchange operations. This growth was reflected last year in a 119 per cent rise in deposits (to HK\$5.6bn) and a 75 per cent increase in lending.

The bank of Communications, is developing treasury and capital market operations, while expanding merchant banking and other wholesale banking activities.

The Nanyang Commercial Bank is credited with organising the earliest loan syndications for projects inside China,

and led the group's development of credit cards and traveller's cheques.

The Sin Hua Trust, savings and commerce bank is building on close trading links with U.S. banks and businesses, while the Kinchen Banking Corporation, which has strong Japanese links, has set up a merchant banking venture with Japan called Kinchen Tokyo Finance.

Each of the Sister Banks has been allotted special responsibility for loans linked with the development of particular open cities along the coast of China.

For example, the China and south Sea Bank has a watching brief on Qingdao and Yantai in Shandong, and Hainan Island, while the National Commercial Bank focuses on the needs of Ningbo and Wenzhou in Zhejiang.

The Yien Yieh Commercial Bank oversees the needs of Qinhuangdao, while the Kwangtung Commercial Bank has close links with Zhanjiang and Guangzhou in Guangdong.

These links are not exclusive, but they are an attempt to focus investment and development efforts across China, and to encourage banks to build up a close knowledge of particular regions on the Chinese mainland.

Only recently, the Bank of China group was also called on to tap the Hong Kong money market for funds to aid development in eight major Chinese cities—Guangzhou, Tianjin, Xiamen, Fuzhou, Wuhan, Nanjing, Changzhou and Zhuzhou.

The Bank of China set in its own right set up merchant banking joint ventures with a number of western banks. First was CICC Finance, a venture with First National Bank of Chicago, the Industrial Bank of Japan, and China Resources in Hong Kong, with a venture recently established with Chemical Bank and shipping magnate, Sir Yue-Kong Fao.

In parallel with the Sister Banks, a number of other Chinese financial organisations have recently moved into Hong Kong's banking arena. Most conspicuously, the China International Trust and Investment Corporation (CITIC) recently took control of the ailing Ka Wah Bank—perhaps hoping to build on the latter's traditional close links with overseas Chinese communities in South-East Asia. Ka Wah is now headed by Jin Deqin, who, until two years ago, headed the Bank of China group in Peking.

David Dodwell

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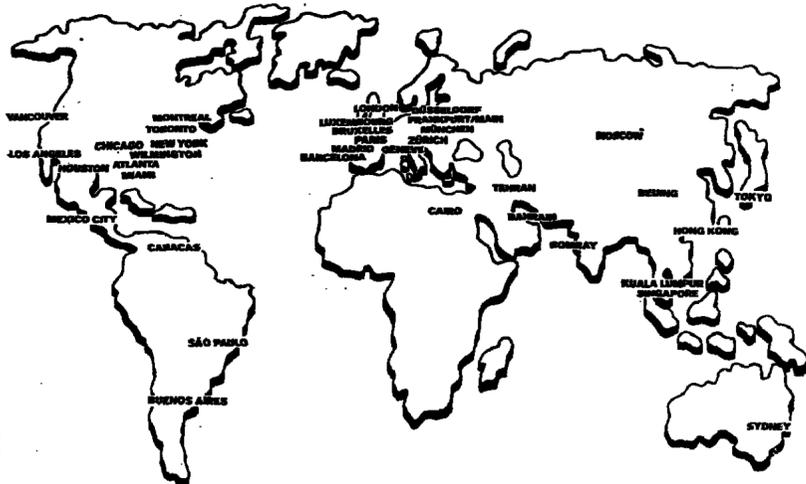
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ARMANDO TESTA

Hong Kong as a Financial Centre 8

China's viewpoint

When Deng speaks, Hong Kong listens hard



Deng Xiaoping, the Chinese leader: his recent statements combine admission, pledge and warning

THE OCCASION chosen by Deng Xiaoping was a US television interview, a rare enough event in itself. What the Chinese leader said last month to his CBS interviewer in Peking covered a wide range of topics on his nation's position in the world. But he was at his most candid when making four points of key relevance to bankers, traders, contractors and entrepreneurs alike—particularly, but not only, those operating from Hong Kong.

The statements combine admission, pledge and warning. Deng said:

- "I do understand those complaints of foreign investors. No one would come here and invest without getting returns on their investment."
- "We are working to change the present state of affairs. We are taking effective measures to solve these problems."
- "When these problems are solved, new problems will arise and they should be settled."
- "To be frank, the policy (of encouraging wealth creation) will not give rise to the emergence of a new bourgeoisie under our socialist system. It is very difficult for people to become millionaires."

When Deng speaks on such matters, Hong Kong listens. The territory accounts for fully 80 per cent of foreign investment in China and a quarter of the mainland's foreign exchange earnings. Meanwhile, some

believe China is poised this year to eclipse the US as Hong Kong's biggest trading partner: the volume of mainland exports for delivery within Hong Kong already puts it close behind.

When Deng speaks of complaints, problems and difficulties, though, Hong Kong knows what he means. Factored into the trade and investment equation are a diversity of property, infrastructural and manufacturing joint ventures, products of the first half of this decade when a pretty much untrammelled influx of foreign-partnered activity came to the open zones of the south. Let a thousand projects bloom may have been the idea, but:

- Not all have done so. Shortages of equipment, services and skills have particularly beset larger industrial installations, like vehicle plants, which could have been showpiece facilities.
- Moreover, creating special economic zones does not of itself generate improved output—productivity in Shenzhen, the nearest such centre to Hong Kong, was reported to have been 33 per cent below national average last year.
- Those which have been accomplished successfully have in large measure been too much of the same type, making for oversupply and evidencing a lack of forethought in what is meant still to be a planned economy.

Property development makes up half of all foreign joint ventures in China, but the heavy bias towards luxury-class hotels has been one cause for what one long-time Peking-watcher describes as "dismay" among the leadership in the capital.

- In reaction to this, but more so to a steep and severe drain of foreign exchange—reserves down nearly 30 per cent to US\$11.9bn in the 15 months to last December—a bar was put on capital spending in many areas as well as on direct imports. Latecomers can get in, but the cheap seats have gone.

From the point of view of smaller Hong Kong-originated project proposals, and of the leading banks based in the territory to which these are put, the key ingredients of mainland guarantees that covered earlier ventures.

In past years, exposure to irrecoverability of the investment often needed to be as little as 5 per cent of the sum involved. More thorough feasibility studies can redress this in part, but alone cannot make China projects a growth area sustainable at anything near previous rates.

China's self-imposed cooling-off period is far from being near an end, as some Hong Kong hopefuls think. Figures released from Peking last month for the first seven months of this year show capital investment running at 10 per cent above budgeted targets.

The total outlay of 22.3bn yuan was 7.3 per cent above the same period of 1985 although negative growth had been projected.

Significantly, the official Peking Review attributed the over-shoot to local administrators disobeying central government orders to cancel or postpone projects—offices, hotels and tourist facilities as well as trunk roads and those processing plants which were not assured of energy and raw material supplies.

From their side of the border, Hong Kong government officials appear anxious to play down any notion that the territory's prosperity will erode in the absence of an exponential growth rate in the China business. One developing country ought not to be the sole engine for the economic expansion of a sophisticated though compact marketplace, they stress.

For all this, the open-door 1980s have fuelled expectations within China's populace which can only be met, as one analyst put it recently, "by raising living standards rather than raising banners." The 1987 Dimension aside, the Hong Kong reservoir of funds offers the nearest and clearest way to do so.

The territory has already become the testing ground for Chinese experiments in world banking. China is thought likely to leapfrog what has been called the "Korean stage" of massive sovereign credits, instead undertaking piecemeal commercial borrowings. As one leading local banker describes it, "A lot is being drawn from Hong Kong, not so much in big tombstone issues, but all the time."

The dozen-strong Bank of China group now operates a substantial range of retail and commercial banking business in Hong Kong. China International Trust and Investment Corporation (Citic), run in parallel as a conduit for joint ventures, has also had its brief extended to cover fund raising under its own name in the capital markets, investing in North American forest land and other natural resources, and even rescuing an ailing Hong Kong bank.

Ka Wah Bank, into which Citic earlier this year injected HK\$350m to take nearly full control, is held up by mainland bankers as an illustration of Peking's wish for stability in Hong Kong's financial system. Ka Wah is now administered as

Investments

The participation of an agency like Citic in a development project is one of the positive indicators most sought after by Hong Kong-based bankers when a venture partner is seeking their financial support. Now state and provincial guarantees are needed. "It is comforting to see Citic or China Traded (the tourism enterprise) involved even in no tangible way," one observes.

Intermittent noises emerge from Peking that Shanghai could be reopened as a capital market, while nearby Shenyang has been developing at least a primary market in paper only to corporate bonds. Moves like this are read in Hong Kong with a mixture of wariness and cynicism, as if Peking felt itself obliged occasionally to remind the territory that there are important parts of its domain other than the capital itself and the Pearl River delta region with which Hong Kong is most acquainted.

But it is here, along the boulevards of cities like Guangzhou (Canton), that the more concrete evidence is to be found of what Hong Kong capital can do, and is still needed to do. Policemen on point duty under Pepsi-Cola umbrellas signal through streams of taxis ferrying Hong Kong businessmen from hotel to appointment in an equally gleaming new office block, past building sites where work continues.

On the assumption that the current Chinese period of consolidation will prove to be temporary, more than one Hong Kong analyst has settled on an American analogy for the future roles to be played by the regions of the mainland. This sees Peking emerging as China's Washington, with a firm but distant hand on a Hong Kong-Shenzhen-Guangzhou axis which could become its New York.

Another symbol of the enthusiasm being evidenced within the territory for a share in the many infrastructure developments for which there remains a need: a Hong Kong consortium is said to be planning a Hong Kong-Canton highway project, with approval hoped for by the end of this year. The road to 1997 is unlikely to be free from hold-ups, but efforts are being made on both sides to flatten out the bumps.

Gordon Cramb



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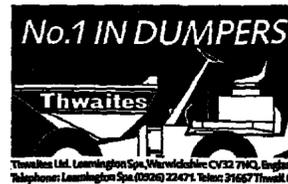
Preparing for a new day: a middle-aged Hong Kong businessman limbers up with early morning exercises, adopting a technique that goes back to the days of Confucius

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SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Monday September 29 1986



Plan for medium-term sector gathers momentum

EFFORTS to develop a medium-term sector in the Euromarkets are rapidly gathering steam, writes Alexander Nicoll in London.

So far only one programme - for First Interstate - has actually seen issue. Plans have, however, recently been announced by PepsiCo and Electrolux, and the latest entrant is American Life Insurance (Allico), a subsidiary of American International Group of the US.

Medium-term notes, which already have a well-developed market in the US, are continuously offered securities like commercial paper, but for longer maturities. They may usually be given any interest rate structure depending on the needs of borrowers and especially investors.

Allico, which operates outside the US and has total assets of \$2.2bn, plans to issue such securities in the Euromarkets through a programme of up to \$100m devised by Morgan Stanley International, one of several dealers. Paper is to be issued starting late next month or early in November.

The notes will follow a structure similar to that used for insurance companies arranging such programmes in the US. They will take the form of participation certificates issued by Allico Trust, based in the Cayman Islands, secured on funding agreements sold by Allico to the trust. A funding agreement, though similar to a certificate of deposit issued by a bank, is technically an insurance contract and therefore enables an insurer to raise funds away from the balance sheet.

The notes represent direct participation in the funding agreement, which has a prior claim to that of bondholders over an insurer's assets. Funding agreements are given a claims pay rating by Standard and Poor's, and in the case of Allico this is triple A.

When issued, the certificates - like medium-term notes issued by any other borrower - will look exactly like Eurobonds. They will have Luxembourg listings, any interest rate structure, and any maturity between one and 10 years.

As with most new markets, the commissions for banks arranging such deals are attractive. But the labour which goes into them is also extensive, not only on creating the structure but also on developing an investor base.

Medium-term notes are clearly tailored for institutional investors wanting to match maturities and interest-rate regimes to specific portfolio needs. Although a good part of each issue is thus likely to be locked away until maturity, it is still important for such investors that they see what appears to be a liquid market with tight two-way prices.

For this reason, it is expected that two or three dealers will be brought into the Allico programme in addition to Morgan Stanley and UBS, which is an AIG subsidiary.

Another, more modest, move towards securitisation was announced by Bank of Montreal Capital Markets. It has devised a \$100m programme for the home loans subsidiary of Britain's Target Group, a life insurance, pensions and unit trust group which has been slowly building up a portfolio of home mortgages.

The programme, an extension of a previous loan from Bank of Montreal, will take the form of transferable substitution certificates backed by Target's residential mortgages. Interest rates are negotiated at each issue.

Hawker Siddeley, the UK engineering group, has completed a do-it-yourself revolving credit facility which, at \$25m, is \$25m higher than was originally targeted. Many banks are unenthusiastic about self-arranged deals for obvious reasons, and some of Hawker's relationship banks are understood to have turned down participation.

However, Hawker has persuaded seven of its key relationship banks to take part in the 7 1/2 year committed facility, which it does not expect to draw on in normal circumstances - it is also expected to begin a Euro-commercial paper programme of similar size shortly. Terms of the facility are believed to include a margin of 1/4 above London interbank offered rates (Libor) and a facility fee of 5 basis points rising to 0.25 after four years.

Heron International Finance, part of the UK-controlled Heron group, has mandated Orion Royal Bank to arrange a \$100m revolving credit facility for three years, extendible to seven. It has a spread of 15 basis points above Libor, a facility fee of 10 basis points, and utilisation fees rising to 7 1/2 basis points if it is more than two-thirds used.

In New York, as new product of financial ingenuity has emerged from Salomon Brothers. Called Performance Indent Paper (or Pips), it allows commercial paper issuers to borrow at below-market rates.

This is achieved by giving investors - though they are still buying dollar paper - the chance to take a view on the dollar's performance against one of several major currencies. From both borrowers' and investors' points of view, however, the whole transaction is in dollar-denominated commercial paper.

Table with columns: Primary Market, Straight, Conv, FRM, Other, Secondary Market, Coded, Eurobond, Total. Rows for US\$, DM\$, SF\$, Sfr, Other, and Weekly to September 28 1986.

The yield will, however, always be within a range specified by the investor at the outset. If he wants to take a big risk with a high potential return, then he can specify a wide range.

If the Pips investor's currency hunch was right, he earns an above-market yield. If he was wrong, the yield is below market. Salomon's parent company has kicked off with a \$10m issue linked to the D-Mark.

Quaker offers \$792m for Anderson, Clayton

BY WILLIAM HALL IN NEW YORK

QUAKER OATS, the Chicago food company, has offered to buy Anderson, Clayton, the Houston food processor, for \$792m and is asking the courts to block Ralston Purina, one of its biggest competitors, from making a rival bid.

Quaker Oats, the earlier plans of which to buy Anderson, Clayton's pet food business collapsed after two New York investment banks withdrew from the battle for Anderson, Clayton, made clear on Friday that it was intent on continuing the battle for control of Anderson, Clayton. Quaker Oats' action appeared to have caught Ralston Purina off-guard. Although the company's board of directors met on Friday, company officials were unable to say whether the board had recommended that Ralston Purina proceed with its proposed bid.

Less than a day after it disclosed it had acquired a 23 per cent stake in Anderson, Clayton, Quaker Oats said it was prepared to pay \$65 a share for Anderson, Clayton, topping a rival \$63 per share proposal by Ralston Purina, which emerged on the scene just over a week ago.

Following Ralston Purina's offer, Bear Stearns and Gruss and Company, two New York investment banks which had been trying to acquire the company since May, dropped out of the running.

However, Quaker Oats made it clear on Friday it was not going to back down from its bid to take over Anderson, Clayton and this was reflected on Wall Street where Anderson, Clayton's shares jumped by 9 1/2% to \$70. Late on Friday Quaker Oats disclosed it had filed an anti-trust law suit in a US district court in Washington DC alleging that if Ralston Purina's bid for Anderson, Clayton was successful it would "substantially lessen competition in the pet foods industry and eliminate Quaker as an effective competitor to Ralston."

Quaker Oats shares rose by \$1 to \$73 on Friday, capitalising the company at \$2.56bn while Ralston Purina's shares rose by 5 1/4% to \$53 1/2 capitalising the company at \$4.8bn.

New \$2.7bn issues restore market poise after sticky patch

THE Eurobond market last week showed some signs of recovering its poise after a distinctly rocky period, writes Alexander Nicoll in London. A brief uptick in New York bond prices early in the week provided Eurobond syndicate managers with a glimpse of a window and they proceeded to job \$2.7bn worth of new issues through it. More than a quarter of these were accounted for by specially structured or equity-linked deals.

Although on the face of it this was an over-enthusiastic reaction to a modest market recovery with uncertain chances of being sustained, most deals were launched with an admirable absence of bravado.

The terms on most deals would not be seen as too aggressive in normal circumstances - if there are ever normal conditions in the Eurobond market nowadays. Nor did too many lead managers make exaggerated claims about their success.

Nevertheless, New York's mild downturn on Thursday and early Friday left a number of the new issues trading outside their fees. A significant chunk of paper was probably lodged on managers' books by the end of the week, jolting what must still be a worrying overhang from past issues.

The overall mood of the market remained extremely nervous of interest rate and currency prospects following the war of words between the US and Europe. There were also doubts about whether the weekend meetings of leading industrialised countries in Washington would produce a reconciliation that could push down interest rates and stabilise currencies.

Investors obviously felt it was not worth their while entering the market in such circumstances. Where they did come in, it was to take advantage of small price gains by selling some of their holdings to professional traders. This was their reaction to remarks that offered hope from Salomon Brothers' Henry Kaufman and the Federal Reserve's Paul Volcker.

Interest was also restrained importantly by the approaching end of the Japanese half-year tomorrow.

In these conditions, it was not surprising that most of the dollar issues were from high quality names such as sovereigns and supra-nationals. Bente's \$500m floating rate note, guaranteed by Spain, was generally seen as tight but basically sensible and was being bid by Salomon Brothers within the fees. It was aided by Spain's improved credit rating as well as tax benefits arising from double taxation accords.

Belgium's fixed rate deal provided an interesting test of the market's mood. A spread of 70 basis points over US Treasuries at launch, net of fees, might have been seen as fair pricing but the market clearly viewed it as too tight.

The Metropolis of Tokyo, coming with Japan's guarantee, appeared fairly priced at 86 basis points over Treasuries but was not snapped up.

The European Investment Bank, launched at 45 basis points over Treasuries, moved slowly. Nordic Investment Bank's issue was seen as over-aggressive.

Given the difficulty of placing regular issues and the need of Eurobond houses to attempt to make profits, it was not surprising to see a continuing rash of specially structured deals tailored for specific investors and heavily pre-placed with them. For some issues, there was no trading level because they were locked up before launch.

Such deals included investors in industry and Finland. The vogue continued for high coupon deals, aimed at Japanese insurance companies, and for bull and bear type issues, including a Denmark deal which was the first to be linked to the gold price.

The market clearly thinks gold is set to rise further for the bull tranche did well and the bear tranche poorly. Among equity linked issues which did well were those for SH Aquitaine and Financ.

Japanese bonds with equity warrants, issues of which have slowed recently following falls in the Tokyo stock market, saw an important move on Friday when Ebara indicated a 3% per cent coupon, responding to widespread market belief that coupons must be increased.

Among other issues launched on Friday was a C\$75m deal for Montreal Urban Community, a high coupon bond from Compagnie Generale d'Electricite, and yet another issue from ICN Pharmaceuticals, this time a dollar convertible.

A bumpy ride was to be had last week in the Eurosterling bond market. Prices fell as fears mounted that interest rates would have to be increased to support the pound. Dealers said there was a severe lack of confidence in the sector.

In West Germany and France, investment interest was muted, reflecting currency and interest rate uncertainties, and prices fell slightly. A D-Mark issue by a Midland Bank subsidiary floundered after launch, weakening on Friday to be bid at discounts equal to the total fees.

The Swiss market saw gains of 1/4 to 1/2 a point, helped by New York's gains earlier in the week. Echo Bay Mines' issue with warrants to buy gold met an enthusiastic response and was increased from Sfr 75m to Sfr 110m. Its coupon was reduced from 4 to 3 1/2 per cent, and the official market price was 105.

Vons to take control of chain of supermarkets

BY OUR NEW YORK STAFF

VONS COMPANIES, a southern Californian supermarket chain acquired by a group of wealthy investors in January, is to take over Detroit-based Allied Supermarkets in a \$660m deal. The move will enable Vons' institutional backers to take much of their profit on their nine-month-old investment.

The transaction, which will create a publicly quoted food retailer with annual turnover of \$3.5bn, is the latest sign of the upheaval in the US retailing industry.

Vons was spun off from Household International in a leveraged management buy-out earlier this year financed by a group of investors including the Bass brothers of Texas, Donaldson Lufkin and Ex-

retre and Equitable Life. It is the leading supermarket chain in southern California with 1986 revenues of \$3bn, and 190 supermarkets.

Allied Supermarkets, which emerged from the bankruptcy courts five years ago and the shares of which are listed on the New York Stock Exchange, is one of the largest retail and wholesale food marketers in Detroit and has annual sales of \$380m and a staff of 1,700.

Under the deal a new, publicly-held holding company called the Vons Companies will be formed and will have two autonomous operating units, Vons in California and Allied in Detroit.

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INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Wall Street shakes off some of its gloom

BOND PRICES rallied last week for the first time in almost a month but gains of around two full points among long government bonds could only recoup part of the dramatic losses suffered since the sharp sell-off which began after the Labor Day weekend. Traders remain very uncertain.

The optimists detected a subtle improvement in mood last week. News of a smaller-than-expected 0.2 percentage point rise in the August consumer price index, a surprisingly large 2.6 per cent drop in August durable goods orders, and a firmer tone in the dollar which ended the week at DM 2.05, all contributed to the improvement.

Aubrey G. Lanston notes in his latest market letter that the major economic data released last week "reinforced the view that the US economy is continuing to grow at a modest pace and that inflation remains relatively subdued." The Federal Reserve's Open Market Committee (FOMC) met last week and, although Salomon Brothers says that "the hint of a slight tightening on the credit reins" dis-

US MONEY MARKET RATES (%)

Table with columns: Rate, 1 week ago, 4 weeks ago, 12-month High, 12-month Low. Rows include Fed Funds, Three-month Treasury bill, Six-month Treasury bill, Three-month prime CD, 30-day Commercial Paper, 90-day Commercial Paper.

US BOND PRICES AND YIELDS (%)

Table with columns: Bond Name, Last Change Friday, Yield, 1 week ago, 4 weeks ago. Rows include Seven-year Treasury, 30-year Treasury, New 40-year 'A' Financial, 'AA' Long Industrial, New 'AA' Long Industrial.

Money Supply in the week ended September 15 fell by \$4.6bn to \$91.3bn. Source: Salomon Bros (estimates).

turbed some market participants toward the end of the week, it is highly unlikely that the Federal Reserve has changed policy, given continued economic sluggishness.

Salomon believes that the Fed's posture will continue to be "accommodative" with the Fed Funds rate targeted in the 5 1/2 per cent to 6 per cent range. However, concern about the strength of the economy and

the Fed's monetary stance are currently being overshadowed by events on the international economic stage, and the US financial markets are desperately trying to interpret correctly the smoke signals coming out of the various meetings.

Mr Paul Volcker, chairman of the Federal Reserve, told Congress last Wednesday that he thought "we are now reasonably close to an appropriate

adjustment" for the dollar, which the markets took to mean that he thought the dollar had fallen far enough. His statement seemed to be at odds with the recent pronouncements of Mr James Baker, the Treasury Secretary, who has been telling the Europeans and Japanese that the dollar would have to fall further unless other countries did not step up their economic growth.

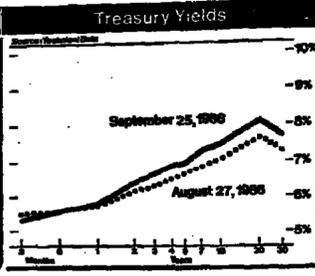
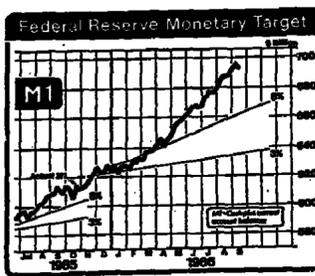
By the end of last week the finance ministers of the world's five richest countries were huddled together in the US Treasury and while there was no official communique from their meeting it was clear that they were anxious to play down the noisy transatlantic squabble about exchange rates and interest rates ahead of this week's joint meeting of the World Bank and the International Monetary Fund in Washington.

West Germany's refusal to cut its discount rate—confirmed at a meeting of the Bundesbank council on Thursday—and the US response of talking down the value of the dollar have shown that last year's much

vaunted spirit of international economic co-operation has turned into discord which is unsettling the financial markets. "The key countries will likely work out some conciliatory statement but the markets will be looking closely at the true substance of any verbal agreement," says Salomon Brothers' Dr Henry Kaufman.

Mr Bill Griggs, of Griggs and Santow, says: "If we get a vague communique that says we intend to do something, someone, then it looks like the dollar and our market will be in trouble." However, if the ministers produce an agreement to cut interest rates or stabilise currencies, then Mr Griggs says that the bond markets will react positively.

Aside from worrying about what is happening in the international monetary arena, Wall Street will also have to



digest a fresh batch of US economic data this week. Tomorrow's August trade figures will be especially interesting, given the way the financial markets plunged in the aftermath of last month's announcement of a \$16bn deficit in July. Analysts are estimating a \$16bn deficit and a 0.2 percentage point rise in the August index of leading economic indicators, which will also be released tomorrow.

The employment figures at the end of this week will be even more important than the trade figures, says Salomon Brothers. Analysts believe that the unemployment rate in August will probably be unchanged at 6.8 per cent but any change in civilian payroll employment outside of the 200,000 to 250,000 range could change the market's tone. Although the credit markets are in an uncertain mood, the

William Hall

UK GILTS

Dealers peer ahead to money-supply figures

AFTER THE bombardment of statistics and announcements that hit them during the official gilt market dress rehearsal on Saturday, gilt traders will this morning be looking forward to a week with barely a sprinkling of statistics and—barring any new bombshells arising from the International Monetary Fund and World Bank meetings—relative calm following the G5 and G7 talks over the weekend.

Traders had to cope with the money supply, public sector borrowing requirement and retail price index, 3 US green national product "flash" estimate—suppressed in the US but restored for the purposes of Saturday's dry run—not to mention a cut in bank base rates and two tapets, all compressed into a two-hour trading day.

This week, however, the only significant UK statistic the gilt market will have to look at is the announcement of the official reserves of gold and currency at the end of September. This could provide some interest in the light of the Bank of England's repeated intervention

in the foreign exchange markets last week, but the authorities, at least, will be hoping that it is more of a postscript to the events of the past few weeks than the trigger for any new market move.

The respite is likely to be short, however. Market analysts have already cast their eyes forward to the UK money supply in the September banking month—the last before the changeover to calendar month calculations—which is due to be announced provisionally on Tuesday next week. They do not like what they see.

The dummy figures put out by the Bank of England for Saturday's market practice showed both M0, the narrow measure of money, and the broader sterling M3, rising by between 0 and 1/2 per cent during the month to give year-on-year growth rates of 3 1/2 per cent and 1 1/2 per cent respectively. Clearly, if the gilt market analysts are even remotely right, someone at the Bank has been indulging in wishful thinking.

of analysts are in fact projecting rather a sharp jump in sterling M3, largely due to an increase in the forecast public sector borrowing requirement with relatively few offsetting sales of government debt to the private sector.

Pushing up the PSBR are large petroleum revenue tax rebates paid early in September. Since the norm over recent years has been for large FXT receipts in September, the seasonal adjustments will not make any allowance for this drop but will actually exaggerate it.

W. Greenwell, the broker, estimates the PSBR at more than £1bn, during the banking month, offset by gilt sales of around £300m and another £400m of other domestic and external public sector financing. This leaves underfunding of £3.5bn, and added to a relatively modest forecast of £1.5bn for bank lending and other counterparts contribution by £400m makes sterling M3 rise by £4.5bn or 3 1/2 per cent. Goldman Sachs, the US-based investment house, has a milder assessment of the PSBR, projecting it at £3.1bn—still excep-

tionally high in most conditions—after adjusting for sales of debt by public corporations and local authorities. Net debt sales, however, it assesses at zero, and bank lending is estimated to have remained strong at £2.5bn.

Overall, the Goldman forecast is for sterling M3 growth of 4.9bn or 3 1/2 per cent. At broker L. Messel, Mr Tim Congdon is even more pessimistic. His central view is that sterling M3 will rise by a massive £5.9bn in banking September, equivalent to 3 1/2 per cent.

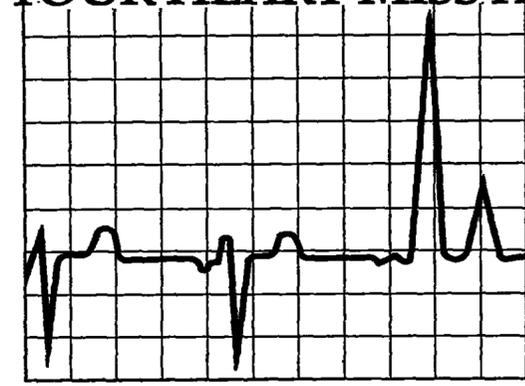
It is possible to argue that anyone will still care about sterling M3 has already sold their gilts, yet if the figures eventually come out anywhere near to these forecasts there seems certain to be considerable relief on the market. "Some of the expansion this month will wash out over the rest of the year, but these figures are genuinely bad in themselves because of the funding aspect," commented Mr Richard Jeffrey of broker Hoare Govett. "The authorities are not selling the gilts."

George Graham

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bond yields and prices for various countries including US Dollar, UK Gilts, and various international bonds.

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Andrew Fisher reports on the West German media group's North American ambitions Bertelsmann splashes out in the US

FOR ALL the bold strides that Bertelsmann has been making in the US market lately, the efforts there of the West German publishing, music and electronic media group have not always met with success.

It flopped six years ago, when its Gruner and Jahr subsidiary launched Geo, a glossy geographic magazine. The magazine simply did not take off with readers and advertisers. And in 1984, Bertelsmann failed with a \$150m bid to buy US News and World Report.

But with the D-Mark having surged against the dollar, the German company is now rapidly expanding its activities in the US market, where it sees better growth prospects than in Western Europe.

With its recent \$300m purchase agreement for full control of the RCA record and music business, Bertelsmann showed just how serious it was about its ambitions in North America.

If anyone had any doubts, the near \$500m deal announced last Friday for Bertelsmann to buy the Doubleday publishing house should be enough to dispel these. By purchasing Doubleday, it will become the second largest publisher in the US behind Simon and Schuster.

Two such deals in one month show that Bertelsmann is intent on expanding rapidly in fast-growing markets, but chiefly in sectors which it knows best.

That was not always the case. Back in the 1960s, it spread out into such activities as chicken farms and chains of cinemas, so that it lost a sense of direction.

Before that, it had gained a name for aggressive foot-in-the-door salesmanship with the rapid growth of its book clubs and has since tried hard to shake this off.

Mr Reinhard Mohn, the man who led Bertelsmann out of the confusion of the post-war years and into a period of rapid growth over some 40 years, took the company away from the non-media activities in the 1970s and back onto familiar paths. Even so, there was still considerable overlap between different divisions, often competing for the same customers.

Now aged 65, Mr Mohn still owns most of the company which was founded as a printer of hymnals and prayer books in 1835 in the country town of Gutersloh in northern Germany between Dortmund and Hannover.

He is a fifth-generation member of the founding family—his grandfather married the granddaughter of the founder, Carl Bertelsmann, who lives simply and does not care to talk about himself.

In the 1950s, he founded the book clubs which now have more than 16m members around the world. In the next decade, he looked abroad for expansion as capital problems made further expansion at home awkward. Bertelsmann also took a majority stake in Gruner and Jahr, publisher of the best-selling Stern weekly magazine, as well as Geo and other specialised titles.

The 1970s saw sales of Bertelsmann soar from under DM 700m a year to nearly DM



Mr Manfred Woessner: insisting on more co-ordination.

5bn. Today, they are around DM 7.6bn (\$3.8bn). Mr Mohn shifted the company from its old patriarchal style to one of decentralised decision making and increased shopfloor motivation.

He introduced profit centres, generous social benefits, and made Bertelsmann into an AG (Aktien-gesellschaft, or share company), ready for the day when it might go public. In fact, he still owns nearly 90 per cent of the common stock.

In 1980, Bertelsmann bought Bantam Books, following that deal up with Offset Paperback Manufacturers in 1981. It was around that time that the costly Geo launch was made and then

brought to a close after two years.

Clearly, Bertelsmann is being encouraged by its successes in the US market rather than its failures. With the RCA deal, making the German company the third largest in the record business in the world after CBS and Warner, it has demonstrated no lack of hesitation in starting to carry out the investment programme it laid out six months ago.

Then, Bertelsmann said it planned to invest more than DM 3.5bn up to 1988, roughly two-thirds of it on existing sectors such as publishing and book clubs and the rest on new activities, including electronic media, and expansion in major markets like the US.

The acquisition of Doubleday, in which several other big US publishers were also thought to be interested, adds to Bertelsmann's hard cover and paperback book interests, as well as bringing in text books, book stores and printing operations.

Does Bertelsmann have any other high-spending deals up its sleeve? "We need to take a deep breath," said a company official. "Though we have enough funds to finance its investments, growth does have its cost."

Net income is expected to have slipped in the year ended June, 1986, from the previous year's record DM 337m following high start-up costs among new ventures, though the low dollar has also hampered the year's performance by depressing profit contributions from the US.

At the age of 60, Mr Mohn stepped down as chief executive in 1981. The current holder of the job is 47-year-old Mr Manfred Woessner, who used to run the printing division. Among his board colleagues is Mr Manfred Lahnstein, 48, the former West German finance minister, who now heads the electronic media division.

Under the silver-haired Mr Woessner, Bertelsmann is retaining its decentralised structure, but he has been insisting on more coordination and quality. The group certainly does not want any more episodes like the scandal over the so-called "Hitler Diaries" at Stern, which sells more than 1.4m copies each week.

As well as Stern, Bertelsmann, via Gruner & Jahr, also publishes the Capital and Impulse business magazines, the Brigitte women's magazine, and Eszen and Trinken (Eating and Drinking). Altogether, the subsidiary has 19 magazines in Germany, three in the US—Parents, Young Miss, and Expecting—four in France (including Geo) and four in Spain.

The US magazines are successful, with Parents described by the company as one of the country's leading women's magazines. Parents and Young Miss were acquired by Mr Mohn in the late 1970, followed by Brown Printing, a magazine printer.

In 1980, Bertelsmann bought Bantam Books, following that deal up with Offset Paperback Manufacturers in 1981. It was around that time that the costly Geo launch was made and then

Markets seek better regulation

BY ALEXANDER NICOLL IN LONDON

THE International Federation of Stock Exchanges, which groups exchanges from 37 countries, is to examine more effective ways of regulating the growing international securities business.

The Paris-based federation, which held its annual meeting last week in London, will also study the effects of derivative products such as futures and options on underlying stock markets.

Sir Nicholas Goodison, chairman

of the London Stock Exchange and president of the federation, said more co-ordinated regulation could involve expanded technical links allowing the transfer of information between the growing international securities business.

With so much trading in individual stocks taking place outside their domestic marketplaces, it was impossible for regulators to obtain a picture of trading in those stocks by just looking at one market.

Though frameworks differed from country to country, there was

much regulatory work that every exchange had to carry out.

Mr Jeffrey Knight, chief executive of the London exchange and chairman of a seminar yesterday, said the development of the Euro equity market showed the need for conformity of regulation. However, he said it was wrong to think of the market as unregulated since equity in each company was governed by the rules on the exchanges where it was listed.

NEW INTERNATIONAL BOND ISSUES

| Issuer | Amount | Maturity | Av. life | Coupon | Price | Stock Rating | Offer yield |
|----------------------------|--------|----------|----------|---------------|---------|--------------------------|-------------|
| U.S. DOLLARS | | | | | | | |
| Investors in Industry | 86 | 1991 | 5 | 7 1/2 | 107 1/4 | Waring Securities | 7.195 |
| Finans Finance | 58 | 2001 | 15 | 5 1/4 | 109 | Morgan Stanley | 5.250 |
| Orion Lending | 20 | 1993 | 7 | 18 | 112 1/2 | Deloitte Europe | 7.555 |
| Chimie Europe | 50 | 1991 | 5 | 8 | 107 1/4 | Yamaichi Int. (Eur) | 7.557 |
| Finland | 70 | 1996 | 10 | 8 1/2 | 104 | HSI Int. | 7.795 |
| Meridic Int. Bank | 150 | 1991 | 5 | 7 1/2 | 101 1/4 | Waring Securities | 7.224 |
| Smithson Trust Fin. | 100 | 1991 | 5 | 7 1/2 | 101 1/4 | Smithson Trust Int. | 7.328 |
| Metropolis of Tokyo | 200 | 1996 | 10 | 8 1/4 | 101 1/4 | Europe Finance | 6.929 |
| India | 500 | 1988 | 12 | (4) | 100.1 | Salomon Brothers | - |
| Belgium | 250 | 1991 | 5 | 7 1/2 | 100 3/4 | Morgan Guaranty | 7.316 |
| Deutsche Bank (N.Y.) | 100 | 2011 | 25 | 1/2 | 100 | Staal, Chart. & Co. Asia | - |
| Danish Export Fin. | 100 | 1989 | 3 | 7 | 100 1/2 | Salomon Brothers | 6.868 |
| EF Aquitaine | 200 | 1993 | 7 | 8 | 100 | Europe Finance | 3.889 |
| Belgium (N.Y.) | 200 | 1994 | 8 | (4) | 100.2 | Salomon Brothers | - |
| SWI Int. Bank | 200 | 1991 | 5 | (4) | 100.1 | Chase Manhattan | 7.480 |
| ESB | 100 | 1983 | 7 | 7 1/2 | 101 1/4 | Monaco Int. | 7.257 |
| Fuji Bank & Trust | 100 | 1991 | 5 | 7 1/2 | 101 1/4 | Fuji Int. Finance | 7.257 |
| Yamaichi Int. | 100 | 1991 | 5 | 8 | 100 | Yamaichi Int. (Eur) | 7.846 |
| Shimizu Corp. | 70 | 1991 | 5 | (3 1/2) | 100 | Yamaichi Int. (Eur) | - |
| ICI P'associates | 65 | 2001 | 15 | (5 1/2-7 1/4) | 100 | J. H. Schroder Wagg | - |
| CANADIAN DOLLARS | | | | | | | |
| Salle Hill (N.Y.) | 120 | 1991 | 5 | 8.25 | 100 | First Boston | 6.474 |
| Montreal Trust Comm. | 75 | 1996 | 10 | 10 1/4 | 101 1/4 | Orion Royal Bank | 5.822 |
| HONG KONG DOLLARS | | | | | | | |
| Chia (N.Y.) | 400 | 1993 | 7 | 7 1/2 | 100 | Paribas Asia | 8.830 |
| D-MARKS | | | | | | | |
| Rybit Ltd. (N.Y.) | 60 | 1994 | 8 | 1 1/4 | 100 | US Bank | 1.750 |
| Milford Int. (N.Y.) | 200 | 1995 | 10 | 8 1/2 | 100 | Thomson & Reuters | 5.500 |
| Danish Export Fin. | 150 | 1991 | 5 | 8 | 100 | Commerzbank | 5.000 |
| SWISS FRANCS | | | | | | | |
| Taurus Eastern Corp. | 100 | 1995 | - | 5 1/4 | 100 1/4 | Chase Manhattan (Swiss) | 6.715 |
| Johnson Glass | 35 | 1991 | - | 1 1/4 | 100 | Credit Suisse | 1.250 |
| Johnson Glass | 100 | 1992 | - | 1 1/4 | 100 | Swiss Volksbank | 1.125 |
| American Eagle Int. (N.Y.) | 30 | max 1994 | - | (7 1/2) | 100 | Chemical NY Cap. Mkt | 4.875 |
| Ford Credit Canada | 115 | 1993 | - | 4 1/2 | 100 | Credit Suisse | 5.875 |
| Carson Truck Heavy | 250 | max 2001 | - | 5 1/2 | 100 | Societe | 5.875 |
| Eden By Helios (N.Y.) | 110 | 1995 | - | 3 1/2 | 100 | Credit Suisse | 3.875 |
| City of Vienna | 200 | 1996 | - | (4 1/4) | 100 | Kredietbank (Swiss) | - |
| Walt Disney | 107 | 1996 | - | 4 1/4 | 99 1/4 | Credit Suisse | 4.814 |
| Japan Res. Corp. (N.Y.) | 20 | 1991 | - | 4 1/2 | 100 | Credit Suisse | 5.000 |
| Gen-El Chemical | 100 | 1992 | - | (1 1/4) | 100 | SBC | - |
| Atsugi Nylon | 110 | 1991 | - | (1) | 100 | SBC | - |
| FRENCH FRANCS | | | | | | | |
| ESB (N.Y.) | 800 | 1991 | 5 | (4) | 100 | ECF | - |
| ECU | | | | | | | |
| Pharmax Cap. (N.Y.) | 40 | 1996 | 10 | 7 1/4 | 100 | Europe Finance | 7.250 |
| YEN | | | | | | | |
| ESB | 200m | 1996 | 10 | 8 | 87 | ESB | 8.477 |
| DANISH KRONER | | | | | | | |
| Shimizu Int. (N.Y.) | 300 | 1991 | 5 | 10 1/4 | 100 | Exhibit Securities | 18.250 |

Pharmacia to set up West Coast research subsidiary

BY SARA WEBB IN STOCKHOLM

PHARMACIA, the Swedish pharmaceuticals and biotechnology group, plans to set up a genetic engineering research and development subsidiary in La Jolla, California, early next year.

The project will cost an estimated \$5m to set up and run over the next three years, and will have a staff of 20 to 30.

"We have many projects which would be well-served by a genetic technology company, and we would prefer to have our own research company instead of putting our research out on contract," said Mr Torsten Helling, vice-head of research at Pharmacia's diagnostics division.

The company plans to use genetic engineering to produce pharmaceuticals and the key components for its diagnostic kits, which are used, for example, in allergy testing.

Pharmacia is already involved in co-operative genetic technology projects. Since last year, Pharmacia has worked with the US company Chiron and the German company Gruenthal, on a recombinant DNA project. It has also worked with the US company Biotechnology General to develop strains of bacteria which produce high yields of hyaluronic acid, the key component for Healon.

Cockerill to cut output for three days

By Our Financial Staff

Cockerill-Sambre, Belgium's troubled steelmaker, has partially stopped production for three days and laid off 7,000 workers for the period in a move to cut costs. The group, which had a net loss of \$37.6m (\$141.5m) last year, recently announced a restructuring plan involving job cuts and other measures.

The three-day lay off of 7,000 workers—half the group workforce—is intended to cut costs and prevent the group being forced to sell semi-finished products at lower than normal prices.

Austrian Government to float shares in OMV

BY PATRICK BLAIN IN VIENNA

SHARES in OMV, Austria's state-owned oil and gas group, are to be offered to the public early next year, as part of Austrian government plans to restructure the nationalised industries.

OMV has been making regular profits and it is one of the star performers among Austria's troubled nationalised industries, but it suffered last year from the sharp decline in oil prices. Its earnings before tax and allocations fell by more than 40 per cent to Sch 1.017bn (\$70m) on an increased turnover of Sch 61.67bn.

Between 10 per cent and 15 per cent of OMV's shares will be sold on the Vienna bourse, according to Mr Hugo Michael Sekyra, chairman of OIAG, the holding company for the nationalised industries.

OIAG is itself being thoroughly restructured following years of cumulative losses by some of its largest companies including Vöest-Alpine, the steel and engineering group.

Mr Sekyra warned that OIAG will need at least Sch 320m in subsidies to cover losses and pay for restructuring.

NEWSSEEK

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| EF Hutton & Company (London) Ltd | Samuel Montagu & Co. Limited |
| Westdeutsche Landesbank Girozentrale | BankAmerica Capital Markets Group |
| Bank of Tokyo International Limited | Bank of Yokohama (Europe) S.A. |
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New Issue This announcement appears as a matter of record only. September, 1986

South Africa's economy

A brain drain threat to the future

By Jim Jones and Christian Tyler

IN THE space of a few months last year, a fifth of South Africa's actuaries—mostly the younger ones—left the country. That exodus, says Prudential Assurance, was one reason for reversing its business strategy and merging its specialist South African subsidiary with the local financial conglomerate, Liberty Life.

The Pru's London managers, who had for years turned down merger approaches for the South African operation, decided to take cover before the brain drain hit their small team. "It was a frightening statistic," says Mr Brian Macpherson, managing director of the Prudential's international division. "There was the risk that if we lost one or two key guys, we would come unstuck."

"We had been sending people from the UK over the years and many had delightful experiences out there. At the moment it's that much more difficult to ask someone if he would like to have a three or four-year stint in South Africa."

Wittingly or not, the Pru has put its finger on what promises to be South Africa's next stumbling block. The economy is showing preliminary signs of moving ahead, despite being hobbled by foreign banks' refusal to renew loan facilities. Many businessmen, however, fear that recovery could be choked by skills shortages which have been exacerbated by emigration during the past year. Above all, they fear that the types of skills being lost are those needed to ensure that the whole of South Africa does not slip back into the embrace of the Third World.

Emigration shows no signs of abating. During the first six months of this year 3,647 immigrants entered South Africa, less than a third of the 11,259 who came to the country in the first half of 1985. On the other hand officially-recorded emigration totalled 7,199 in the first half of the year against 5,006 in last year's first six months.

The most acute shortages are of computer personnel, accountants and financial analysts, production engineers and instrument mechanics. On the other hand, there are no shortages of more traditional skills. The South African mining industry still has no difficulty attracting geologists and mining engineers from abroad even though some young graduates are concerned about possible compulsory military service obligations.



Electronic banking: progress in South Africa is being held up by skill shortages

An interpretation of this is that South Africa can attract skills which are in declining demand elsewhere, but cannot attract people with skills which are readily marketable in other countries.

An argument frequently propounded is that blacks should be trained and encouraged to fill jobs currently largely held by whites. Many large firms have black advancement and development programmes, but there remain a multitude of stumbling blocks. Mr Gavin Kelly, the chairman of Anglo American, recently admitted to business's failure to develop significant numbers of black directors. He said this was due to business's own attitudes and not simply because of apartheid.

Mr Kelly might just as well have used the words "racial prejudice" as the word "attitudes." Despite liberal pronouncements by many white business leaders, there is a growing hardening of white attitudes against black advancement. Many white managers, who want to protect their own jobs during the country's worst recession in half a century, are asking why they should help aspirant black managers who are hobbled by the inferior education provided by apartheid.

No white employee will admit to it, but it is clear that white businessmen are increasingly reluctant to appoint blacks

to responsible jobs. According to Mr Andrew Levy, an independent industrial relations consultant, senior managers are fearful of the susceptibility of blacks in responsible positions to political pressure or industrial action.

All of this is made much worse by the fact that while South Africa cannot attract sufficient people with internationally marketable skills, it is also suffering from emigration of the people it does train. Newly-qualified chartered accountants are "taking the gap" in growing numbers, though their departures are frequently overlooked by government statisticians. One senior accountant maintains that dozens of newly-qualified colleagues are leaving with little more than the clothes on their backs, ostensibly as tourists, but in reality to look for work abroad.

The Government itself is not helping the private sector. It has drafted dozens of young accountants into the offices of the Inland Revenue as an alternative to two years' compulsory military service. On the whole these draftees do not object—they do not risk being killed or maimed in Angola or South Africa's own black townships and they gain valuable tax experience which, ironically, is a skill much in demand abroad.

The universities' ability to increase their output of accountants is hampered by their own staff shortage. At the

University of the Witwatersrand, for example, all five of the chairs of accounting are vacant and the accountancy department is headed by associate professors. Next year the university is planning to hold first-year accounting classes which are 300 strong. Almost inevitably, qualified accountants fear, standards are bound to decline.

Emigration is not confined to accountants and computer experts. Professor Andie Andrews, the principal of the University of Witwatersrand's Graduate School of Business, says that half of his graduates have either emigrated or are considering emigration. While the recession persists, businesses are not suffering too badly from shortages of skilled personnel. But as Mr Levy sees it, "the way South Africa is facing a serious skills crunch. If the economy remains depressed, people who can will take their skills to other countries, while if the economy advances, shortages of skills will develop quickly."

More alarming, however, was the unofficial view of a systems expert working in the information processing division of one of South Africa's major banks. He believes that his company is reluctant to develop new financial products because of fears that the technology and skills needed to provide them will not be available to South Africa three years from now. Worries over the availability

of new technology, he says, are already prompting skilled computer personnel to leave the country. These are precisely the people who would operate the increasingly sophisticated computer and information systems needed by the financial services sectors.

On a similar tack, a director of one of South Africa's leading packaging firms fears that specific skills shortages could cripple his company within five years. Imported equipment has been rendered prohibitively expensive by the rand's collapse. But the alternative of modifying or modernising existing equipment is not feasible because too few instrument technicians are available.

From the point of view of potential skilled immigrants to South Africa, the pressures to stay away continue to mount. Business companies say that press and television coverage of the troubles—more extensive in Britain than elsewhere in Europe—has done most to change attitudes, especially among those with young families.

In the past few years, the number of British citizens emigrating permanently to South Africa has plummeted: there were nearly 11,000 in 1983, over 9,000 in 1984, but fewer than 5,200 last year.

For most UK companies with South African interests, however, the problem is a local one. Subsidiaries are these days mostly staffed by managers recruited on the spot and run as autonomous profit centres. Headhunters from the US and Australia have also been busy luring the more mobile professionals away from South Africa: not only actuaries, but data processing people, financial controllers, personnel managers, engineers.

Another executive search company, Hay MSL, confirms that there are plenty of inquiries from people in South Africa who want to leave, but very little attempt these days by private or state companies in the Republic to seek recruits in the UK.

The impact of troubles in South Africa on managers' perceptions is much greater now than during the Soweto riots 10 years ago, according to another headhunter, Mr Brian Hodges, partner of TASA International which has been operating in the Republic for 15 years. "There was just a hiccup for Soweto. But it has been very difficult recently," he says.

Some market makers may not make it



FROM TODAY the Stock Exchange's jobbers, or market makers as they will be described in future, will be allowed to make markets "upstairs" in their trading rooms, as well as downstairs on the traditional trading floor if that is where the action is.

Several firms seem undecided about exactly where their top traders should be. The wags are suggesting that quite a lot of jobbing could be done in the lift.

The traders will have four weeks to settle themselves into their new quarters before the real action will begin. SEDAQ, the Stock Exchange automated quotations system, will then go live, the traders will be continually re-keying their quotes, and the Chinese walls between them and their firms' salesmen and analysts will tumble down.

These are exciting times, and the market makers seem to be a pretty apprehensive lot. The surfeit of gilt-edged market-makers has been discussed for well over a year, but only in the past three months or so has the degree of overcapacity in equities become fully apparent.

It looks as though about 40 firms will be registered for Big Bang day, and although some of those will only be small-scale specialists, there could be between 20 and 30 reasonably ambitious market makers in some of the top-grade alpha stocks.

No wonder that there is a good deal of last-minute nervousness about the precise coverage of some of the market makers—leading, for instance, to last week's deal between Alexander's Laing & Cruickshank and Warburg's market making arm, whereby Warburg will do the market making in investment trusts for both firms.

On October 27 the market makers who wish to become the big players in the new conditions will have to start showing what they are made of. The new market will definitely not be a place for the faint-hearted. Those who decline to make competitive markets in size will rapidly find themselves sidelined.

Although the new market is sometimes a little misleadingly described as electronic, it should be realised that the quotes on SEDAQ will only be a starting point for the institutional trade. Firm prices must be put up for alphas and betas, but only for a minimum of 1,000 shares (and most screen quotes are expected to be in this minimum size, at least to begin with).

The real question, therefore,

will not be the starter for 1,000, but the subsequent telephone inquiry for a price in 50,000 or 100,000. In the early days of the new market, the agency brokers and the big institutions that wish to deal directly with the market makers will be trying to find out where the market is. First impressions could be important.

It could work the other way round, too. Traders and the sales traders who will be working closely with them, will not want their time to be tied up with small brokers or institutional dealers hawking inconsequential orders around the market.

Modern screen-based communications systems make it plain where a call is coming from before it is connected. Anonymous rings are out of date; today, lights flash against names. Traders will soon learn, if they do not know already, which calls are worth accepting. The small business will be pushed to other market makers, perhaps on the floor of the exchange.

Traders will also need to establish relationships with other market makers. There is talk of the need for trust, which the participants insist is simply a matter of helping each other out in the interests of an orderly market.

In fact, there are suggestions that fairly formal groups of market making firms might be formed. At the other extreme, the over-competitive firms which kick the others when they are down will no doubt get reciprocal treatment when it is their turn.

To aid liquidity, there will also be the existing stock borrowing system operated by an increased number of Stock Exchange money brokers, and several firms of equity inter-dealer brokers—able to arrange anonymous trading in a market restricted to the market makers—are being set up.

The most reliable line of defence for a trader with a big position to get rid of will, how-

ever, be his in-house distribution arm. It is expected that firms will tend to be bold in the stocks where their traders are confident that the salesmen know the big international buyers and sellers.

A prerequisite for that is likely to be that the firm's research department must have a high rating in the sector. This is one reason why research, sales and market making will all tend to go together.

The trading desk will not be confined to continuous price making, however. It will be available to take on occasional major transactions—bought deals in the primary market and block trades in the secondary market.

Then there are the various fancy extras collectively known as "programme" trading, which may include bidding for unwanted institutional portfolios before breaking them up, or restructuring portfolios on index-matching or other lines.

Much of this kind of activity will be concentrated in the leading stocks—the Footsie 100 if not the alpha list of 60 or so. But what about the smaller betas and gammas? There are widely differing views. Some argue that the second liners will be plagued by illiquidity, others that it will be only in the smaller stocks that the market makers can hope to make any money.

Some of the stories about a growing threat to the marketability of small company stocks seem to be misguided. In practice, liquidity in many of these securities is already very poor. However, the old unwritten rule that at least two jobbers would put every stock on their lists is being rethought. The new pattern in many cases is that the company broker, the "shop" is setting up as a market maker. This you can either argue to be a logical extension of the service or a dangerous, further multiplication of conflicts of interest.

But if there could be illiquidity in the gammas, it is in the alphas, which account for well over half the volume of trading in the market, that the blood will flow. Mr Paul Nelid, head of equities at Phillips & Drew, has forecast that there will only be five or six major equity market makers after a year or two.

If that is so, it would represent a much bigger shake-out than has ever been suggested even in the notoriously over-populated new gilt-edged market.

By Barry Riley

BRITISH NUCLEAR FUELS PLC

THE YEAR IN REVIEW

66 I have one immediate objective for the group, to combine business success with public acceptability. 99

CHRISTOPHER HARDING, CHAIRMAN.



A review of the Company's performance and prospects by new Chairman Christopher Harding.

British Nuclear Fuels saw turnover increase by some 15% to £629M, with home sales improving by over 21% to £507M. Exports stood at £122M, only 5% lower than the record level set in 1985, while investment rose from £367M to £446M in 1986.

Despite an increase in turnover of £84M, the pre-tax profit is down to £44M from £68M last year and the dividend is lowered to £8.2M.

There were two main reasons for the downturn. Additional provisions were needed for the cost of encapsulating, storing and disposing of waste and for improvements in effluent treatment facilities. The new Fuel Handling Plant has taken longer than expected to come up to the desired production levels. It was one of the biggest and most complex construction projects ever undertaken at Sellafield and commissioning operations have reflected its complexity.

| FINANCIAL DIGEST | | |
|---------------------|--------|--------|
| | 1986 | 1985 |
| | £M | £M |
| TURNOVER | 629 | 545 |
| EXPORTS | 122 | 128 |
| PROFIT BEFORE TAX | 44 | 68 |
| PROFIT AFTER TAX | 34 | 54 |
| DIVIDEND | 8.2 | 16.3 |
| INVESTMENT | 446 | 367 |
| NUMBER OF EMPLOYEES | 16,285 | 15,678 |

"On construction and research and development we shall be spending over £1M every day for the next ten years."

The commissioning of SIXEP—The Site Ion Exchange Effluent Plant—has halved low level radioactive effluent discharges at Sellafield. Our

aim is to bring these levels down to as near zero as makes no difference. To achieve this, new plants have already been approved which are due to come on stream in the early 1990's.

"Our investment programme and healthy order book provide jobs for 16,000 people and underwrite the jobs of some 50,000 more."

Our business prospects look extremely encouraging. We recently signed contracts with the Central Electricity Generating Board and the South of Scotland Electricity Board, to undertake reprocessing work in the Thermal Oxide Reprocessing Plant—THORP—when it is commissioned in the next decade. These contracts, together with those already signed by overseas customers are worth over £4,000M during the first ten years of the plant's operation.

"It must be emphasised, that no cost reductions will be made at the expense of safety. Indeed, we do not have a business unless we have a safe business."

The public quite rightly expects us to meet the tightest safety and environmental standards, even more stringent than in other industries. We accept that. The public also expects nuclear power to remain competitive. So we must look for constant improvements in our operations.

The public needs to know all about us. That is the reason we have initiated an advertising campaign which invites people to see Sellafield for themselves. In doing this we are pursuing our aim of not only being open, but of being seen to be open.

"Chernobyl—there are lessons we can all learn."

Even though Chernobyl-type reactors would not be allowed to

operate in this country and though the BNFL Group itself is a relatively minor reactor operator, we are obviously keen to find out what went wrong and to share the knowledge gained on the effects of radiation.

"We can meet the nation's need for inexpensive electricity without exhausting our reserves of fossil fuel."

The demand for energy is expected to increase by 2 per cent per annum to meet the needs of an expanding world population. At that rate the probable reserves of oil and gas will run out sometime around the middle of the next century, while the world's coal is estimated to run out not much later. Renewable energy sources are expected to meet only a small fraction of the world's requirements.

By contrast there is an almost limitless supply of uranium. Consequently nuclear energy will continue to be in demand. The importance of cheap nuclear-powered electricity to Britain cannot be understated. But we have to take the public with us. We must make every effort to inform them that this industry has integrity, is safe, efficient and beneficial.

Send for your free copy of our annual report and accounts to: British Nuclear Fuels plc, Information Services, Risley, Warrington, Cheshire WA3 6AS.

Name _____
Address _____



New issue September 28, 1986

All these Bonds having been sold, this announcement appears as a matter of record only.



Province of Manitoba

Canada

DM 300,000,000
5% Bonds due 1996

| | | |
|--|--------------------------------------|--|
| ALGEMENE BANK NEDERLAND N.V. | WESTDEUTSCHE LANDESBANK GIROZENTRALE | CSFB-EFFECTENBANK |
| INDUSTRIEBANK VON JAPAN (DEUTSCHLAND) Aktiengesellschaft | BAYERISCHE LANDESBANK GIROZENTRALE | MERRILL LYNCH CAPITAL MARKETS |
| THE NIKKO SECURITIES CO. (DEUTSCHLAND) GMBH | KREDBANK INTERNATIONAL GROUP | RICHARDSON GREENSHIELDS OF CANADA (U.K.) LIMITED |
| SALOMON BROTHERS INTERNATIONAL LIMITED | ORION ROYAL BANK Limited | WOOD GUNDT INC. |
| ANZ Merchant Bank Limited | County NatWest Capital Markets | B. Metzler und Sohn & Co. |
| Arab Banking Corporation - Deau & Co. GmbH | Credit Commercial de France | Mitsubishi Finance International Limited |
| Banque H. Amthauer | Credito Italiano | Samuel Montagu & Co. |
| Banque Kogonmano Landebank - Girozentrale | Deutsche Bank | Stroyan Greenfield & Co. Limited |
| Banque Paribas International Limited | Deutsche Girozentrale | Morgan Stanley GmbH |
| Banque Commerciale Italiana | Deutsche Girozentrale - Girozentrale | Morgan Stanley International |
| Banque del Gottardo | Deutsche Girozentrale - Girozentrale | Neubert, Thomson Limited |
| Banca Maffei & C | Deutsche Girozentrale - Girozentrale | Nippon Credit International Limited |
| Banca America Capital Markets Group | Deutsche Girozentrale - Girozentrale | Nomura Europe GmbH |
| Bank der Bondspaarbanken N.V. | Deutsche Girozentrale - Girozentrale | Novotrust Landebank |
| Bank of China London Branch | Deutsche Girozentrale - Girozentrale | Österreichische Lindebank |
| Bankers Trust GmbH | Deutsche Girozentrale - Girozentrale | Österreichische Lindebank Aktiengesellschaft |
| Bank für Gemeinwirtschaft Aktiengesellschaft | Deutsche Girozentrale - Girozentrale | Sal. Oppenheim jr. & Cie. |
| Bank Gutzwiller, Kurz, Bruggener (Österreich) Limited | Deutsche Girozentrale - Girozentrale | Pearson, Harding & Pearson N.V. |
| BKA Bank für Kredit und Auswechsell AG | Deutsche Girozentrale - Girozentrale | Privatbank A/S |
| Bank Mees & Hope NV | Deutsche Girozentrale - Girozentrale | Prudential-Bache Securities International |
| Bank of Montreal | Deutsche Girozentrale - Girozentrale | R.M. Rothschild & Sons Limited |
| Bank of Tokyo (Deutschland) AG | Deutsche Girozentrale - Girozentrale | Sarwa International Limited |
| Bank J. Vortobel & Co. AG | Deutsche Girozentrale - Girozentrale | J. Henry Schroder Wagg & Co. Limited |
| Banque Bruxelles Lambert S.A. | Deutsche Girozentrale - Girozentrale | Schwartzbank Hypothek- und Handelsbank |
| Banque Française du Commerce Extérieur | Deutsche Girozentrale - Girozentrale | Schwartzbank Kontokorrentbank |
| Banque Générale du Luxembourg S.A. | Deutsche Girozentrale - Girozentrale | Shawmut Lehman Brothers International |
| Banque Internationale à Luxembourg S.A. | Deutsche Girozentrale - Girozentrale | Smith Barney, Harris Upham & Co. Incorporated |
| Banque Nationale de Paris | Deutsche Girozentrale - Girozentrale | Société Générale |
| Banque Paribas Capital Markets Limited | Deutsche Girozentrale - Girozentrale | Sparkassen SDS |
| Banque de l'Union Européenne | Deutsche Girozentrale - Girozentrale | Surety Finance International |
| Barbier Brothers & Co. Limited | Deutsche Girozentrale - Girozentrale | Svenska Handelsbanken Group |
| Bayerische Hypothek- und Wechselbank Aktiengesellschaft | Deutsche Girozentrale - Girozentrale | Swiss Bank Corporation International |
| Bayerische Vereinsbank Aktiengesellschaft | Deutsche Girozentrale - Girozentrale | Swiss Valbank |
| Bergson Bank A/S | Deutsche Girozentrale - Girozentrale | Taranto Dominion International Limited |
| Berliner Bank Aktiengesellschaft | Deutsche Girozentrale - Girozentrale | Thiess & Barthel |
| Berliner Handels- und Frankfurter Bank | Deutsche Girozentrale - Girozentrale | Union Bank of Finland Ltd. |
| Bremer Landebank | Deutsche Girozentrale - Girozentrale | Veritas and Westbank Aktiengesellschaft |
| Kreditbank Ostdeutsch - Girozentrale - | Deutsche Girozentrale - Girozentrale | Westbank Aktiengesellschaft |
| Calson des Dépôts et Consignations | Deutsche Girozentrale - Girozentrale | Westbank International S.A. |
| Caixa Bank AG | Deutsche Girozentrale - Girozentrale | Westpac Banking Corporation |
| Chemical Bank AG | Deutsche Girozentrale - Girozentrale | Yasuda International (Deutschland) GmbH |
| Christians Bank (U.K.) Limited | Deutsche Girozentrale - Girozentrale | |
| CIBC Limited | Deutsche Girozentrale - Girozentrale | |
| CIBank Aktiengesellschaft | Deutsche Girozentrale - Girozentrale | |
| Commerzbank Aktiengesellschaft | Deutsche Girozentrale - Girozentrale | |

APPOINTMENTS

Rolls-Royce Motors managing director

Mr Peter T. Ward has been appointed managing director of ROLLS-ROYCE MOTORS from October 1. Mr Ward joined the company in 1983 and has been responsible since then for all sales and marketing activities worldwide.

Mr Takao Nakajima, a managing director of Prudential-Bache Securities International and a senior vice president of Prudential Global Funding, leaves the London office of PRUBACHE on October 1 for Japan. As executive vice president of Prudential-Bache Securities (Japan), Mr Nakajima will head Pru-Bache's Japanese investment banking unit in Tokyo. His successor in London is Mr Shigeaki Iwasaki, vice president, Prudential-Bache Securities International, who will run the Japan desk in the corporate finance area.

Mr K. H. D. Tullock has been appointed to the board of CAARINROW TRANSMARKET w-o-l e-j 0-Hp AOIN MNU

Mr John Slater has been appointed to the board of IZARACO INVESTMENTS. He is managing director of BRIDGES, an estate agency which was acquired by IZARACO last February.

Mr E. L. (Teddy) Langton has been appointed non-executive chairman of LOGITEK. He is vice-president of Horwath and Horwath International, a regional director for Europe and was, until recently, senior partner of the UK member—Stoy Hayward.

Mr Nigel Young has been appointed national and engineering director of AVEREY DENISON as its managing director. He was international and engineering director at Rawpork.

Mr John Finn has joined the board of PARROT CORPORATION as non-executive director. Mr Finn, a senior partner in the management consultancy of Deloitte Haskins and Sells will represent the interests of three of the institutional investors in Parrot Corporation, namely Legal and General, Commercial Union and CIN.

Director Roy Jenkins, former managing director of Thermo-Lite, has become managing director of MARLEY EKTRUCTIONS.

DAKS SIMPSON GROUP has appointed Mr Jeremy Franks to the board of the holding company. Mr Franks remains managing director of Simpson (Piccadilly).

WOODHOUSE & RIXSON (HOLDINGS) has appointed Mr Peter Campbell as a director. He is a partner of City solicitors Travers Smith Braithwaite and Co.

Mr Brian Correll, until recently a director of Henderson Group and executive chairman

Gatwick Airport offices

BOVIS CONSTRUCTION has been awarded a £16.8m contract to build offices for the Civil Aviation Authority at Gatwick. The building will comprise four storeys of offices in two wings with a central atrium and will provide 115,000 sq ft of accommodation for the CAA Safety Services Group who are currently located in London, Redhill and Stansted. Work has already started and completion is scheduled for March 1988.

£20m workload at Cementation

CEMENTATION companies within the building and civil engineering division of Trafalgar House have secured contracts worth £20m. One of the largest is from British Coal for the winding towers at the new mine development at Astorby. The winding towers, a contract worth £2.8m, will be used during construction of the shaft and will operate when the mine goes into operation.

Another contract worth £2.8m, is for building a brickwork space's assembly hall at Hatfield. The company also has two preliminary works contracts, worth £5.4m, one for site preparation and the other for the new Hastings Hospital, the other for earthworks at Stansted Airport. In the roadworks sector, Cementation is carrying out £1.4m of concrete carriageway repairs on the A449 in Wales and a contract worth £700,000, for a motorway maintenance contract, M102 at St Albans, West Yorks.

Cementation Piling and Foundations is working in the City for Higgs and Hill Building providing both foundation piles and a second piled wall, worth £700,000, for a commercial development at Tower Hill, the piled wall being required to accommodate the westward extension of the Docklands Light Railway.

For an extension to the Viking Gas Terminal, Crancoo's North Sea gas processing plant at Mablethorpe, John Brown Engineering has contracted Cementation to provide piling and ground engineering work, plus associated civil engineering works, in a contract valued at nearly £1m.

TAYLOR WOODROW CONSTRUCTION (SCOTLAND) has received a contract worth £277,000, from Babcock Power for the construction of a services building and other additional work at its Renfrew Works, near Glasgow. The work will consist of the erection of a two-storey services building on concrete floors and roof and will include internal finishes.

Mr Otto van der Wyck has joined BARCOE as director of Baring Capital Investors. At Citicorp he was responsible for its European-wide venture capital and management buy-out activities.

Mr Elvira Taylor has been appointed a director of BARCOE UK.

Mr William Barlow, chairman of BARCOE, was elected president of HEBAMA at the annual meeting.

BANK HAROALIM has made two senior appointments within its UK operations. Mr Michael Stewens has been named general manager in charge of the UK representative, and Mr Zahir Safer becomes manager, City branch.

BERKELEY ASSET MANAGEMENT has appointed Mr Graham Forwood, group pensions director from October 1.

Bryant construction
021-704 5111
0344 426688
SOLIHULL BRACKNELL

£5.6m work for Warrington

THOMAS WARRINGTON AND SONS has won contracts worth the north-west. The awards include a film paper store extension for Shotton Paper, Shotton, north Wales, and a film sheltered accommodation complex at Warrington, Cheshire, for Grosvenor Housing Association.

Other projects range from a two-storey shopping arcade at Warrington (£480,000) and sheltered accommodation at Walsley, Cheshire (£200,000) to a new primary school (£200,000) at Calverley Road, Warrington, and local authority housing improvements (£433,000) at Roseheath Drive, Halewood, Merseyside.

The group's north Manchester office at Middleton has secured contracts for various projects including housing schemes for Cochrane Metropolitan Borough Council (£270,000); car showrooms and car park at Middleton (£415,000); two new houses (£200,000); housing association Rochdale, (£500,000) and other contracts totalling £350,000.

ALLEN-POK CONSTRUCTION, a member of the Allen Construction Group, has obtained orders totalling £2m for building contracts in the north-west, London and north Wales. They include a production building extension at Sarnesbury for British Aerospace, value £850,000; extension to a manufacturing facility at Liverpool for Glaxo Operations UK, value £200,000; an access road and loading canopy at Westborough for Metal Industries, value £195,000 and a materials testing facility using fresh clean sea water at Holyhead for Snell Research.

Design and build awards include an office block at Bolton for Beloit Walmley, value £710,000; a warehouse and office at Colkida, value £260,000; store extensions at North Acton, London and Liverpool for Makro Self Service Wholesale value £200,000. W. H. Shaw and Son, value £100,000.

HSION CONCRETE has been awarded a second contract by Cunder Projects Northern to supply deliver and fix all flooring for the second (East) phase of the car park in the new Metro complex over under construction. The order is additional to that recently announced, for items to supply the concrete for the West car park. It brings the total value to over £850,000.

THE WEEK IN THE COURTS

Spending cuts speed wind of change

THE day after tomorrow the mystery of the law stages its perennial unfolding. This year there will not be quite the usual air of self-confidence about the judges and barristers who will parade in their finery and robes from Westminster Abbey to the Houses of Parliament for the Lord Chancellor's "breakfast".

That quiet ceremony, at which the Lord Chancellor is sipped in conditions that have resembled an orderly but noisy scrum, will not be the same. The Lord Chancellor has invited; only one in three of the Queen's Counsel will get invitations each year.

Lord Haldane's dictat is not, one suspects, just made in the cause of economy in public expenditure, but is a reflection of the turbulent times through which the legal profession has been going.

If there has not exactly been a tornado whirling through the dusty corridors of the Law Courts in the Strand and the Temple, a tidal wave is beginning to sweep away some of the driftwood that has accumulated undisturbed for many years.

October 1, 1986 will doubtless be remembered in the legal calendar as the day on which the Crown Prosecution Service replaced the 40 or so police prosecuting authorities. It has not been an easy transition from police prosecutors (in most police forces, ably serviced by a solicitors' prosecuting office) to a professional prosecuting authority.

Recruitment has been difficult, and the new service is below establishment. Not all those lawyers who worked in the prosecutors' office have instantly accepted the move to a pure public legal service. The pay has not been all that attractive at the lower ends of the scale.

Some of these lawyers have opted for privatisation and are offering themselves as advocates in private practice to help out the hard-pressed Crown prosecutors.

Some lawyers are saying that the new service is a shambles. Sir Thomas Hetherington, the Director of Public Prosecutions, is cautiously optimistic. Clearly, the Crown Prosecution Service will undergo a birth pangs, and there may be some not deaths in the courts while the service acclimatises itself to the volume of criminal business. Once steady in the saddle and in full control of the volume and flow of the intake of criminal cases, the Crown Prosecution Service should manage, and produce a more rational system of criminal justice than a multiplicity of police forces ever could.

However the advent of the Crown Prosecution Service is not what has caused the future of the law to be uncertain. The legal profession's self-assuredness has been shaken by other, some unprecedented, events. Who, a year ago, could have imagined that the Bar and the Lord Chancellor would be slugging it out in the courts over the question of the proper amount of remuneration for legal aid work? Yet that happened earlier this year. The Bar won the court battle handsomely and decorously against a Lord Chancellor who had misjudged the profession's mood.

Bar chairman backs wider advocacy for solicitors

BY HAZEL DUFFY

MR ROBERT ALEXANDER, chairman of the Bar, has conceded that solicitors could undertake more advocacy work in the Crown Courts. The Law Society has been pressing for solicitors to be allowed greater "rights of audience" in such courts.

Speaking to the British Legal Association in Oxford at the weekend, Mr Alexander said: "There are solicitor advocates who are highly competent. Since every profession has its weaker members, it would be unreal to pretend that all barristers

are able advocates than these competent solicitors." He added: "It is also of concern when a solicitor who has conducted a committed in the Magistrates' Court, which has gone forward to a guilty plea at trial, is prevented from giving the clients continuity of service. While there are a considerable number of small cases—about 20 per cent of Crown Court cases—where solicitors have rights of audience, there are still some of the simpler kind of case in which they have no such right."

He went on to suggest, a "licensing" system—perhaps conducted by a combination of local district judges and magistrates—to ensure that only competent solicitor advocates gained access to the court. It might also be desirable to consider whether the extended rights of audience should be limited to cases in which solicitors had acted in the magistrates court, he said.

In the past, Mr Alexander has supported the continuance of a separate and independent Bar. He rejected proposals produced by a working party of the Law Society—to be

discussed at the society's annual conference next month—suggesting that there should be a common system of education for lawyers, from which a small number would go on to specialise in advocacy. This "would not improve the skills of barristers and would be likely to lead to confusion."

Another argument for a single legal profession—that one lawyer is cheaper than two—was dismissed by Mr Alexander on the grounds that barristers have lower overheads than solicitors and are therefore competitive.

Justinian

New issue September 22, 1986

All these Bonds having been sold, this announcement appears as a matter of record only.



EUROPEAN INVESTMENT BANK

Luxembourg
DM 200,000,000
6% Bonds of 1986/2016

| | | |
|--|--|--|
| COMMERZBANK Aktiengesellschaft | WESTDEUTSCHE LANDESBANK GIROZENTRALE | DRESNER BANK Aktiengesellschaft |
| BANK DER BONDSPAARBANKEN N.V. | DEUTSCHE BANK Aktiengesellschaft | CAISSE DES DEPOTS ET CONSIGNATIONS |
| CARIFLO | BERLINER HANDELS- UND FRANKFURTER BANK | CREDIT COMMERCIAL DE FRANCE |
| CASSA DI RISPARMIO DELLE PROVINCE LOMBARDE | COUNTY NATWEST CAPITAL MARKETS Limited | GIROZENTRALE UND BANK DER ÖSTERREICHISCHEN SPARKASSEN Aktiengesellschaft |
| CSFB-EFFECTENBANK | DAIWA EUROPE (DEUTSCHLAND) GMBH | MORGAN STANLEY INTERNATIONAL |
| KREDBANK INTERNATIONAL GROUP | MERRILL LYNCH CAPITAL MARKETS | SPARKASSEN SDS |
| ORION ROYAL BANK Limited | SCHWEIZERISCHE BANKGESELLSCHAFT (DEUTSCHLAND) AG | SVENSKA HANDELSBANKEN GROUP |

Provinsbanken A/S
U.S. \$100,000,000
Floating Rate Notes Due 1991

In accordance with the provisions of the Notes, notice is hereby given that for the initial Interest Period from September 25, 1986 to March 25, 1987 the Notes will carry an interest rate of 6 1/4% per annum. The interest payable on the relevant interest payment date, March 25, 1987 will be US\$7696.78 and US\$307.95 respectively for Notes in denominations of US\$250,000 and US\$10,000.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank
September 28, 1986

Grindlays Eurofinance B.V.
U.S. \$100,000,000
Guaranteed Floating Rate Notes 1992
Guaranteed on a subordinated basis by

Grindlays Bank p.l.c.

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period 30th September, 1986 to 31st March, 1987 the Notes will bear interest at the rate of 6 1/4% per annum. The Coupon Amount per U.S. \$100,000 Note will be U.S. \$318.12 and the Coupon Amount per U.S. \$10,000 Note will be U.S. \$31.81.

The Interest Payment Date will be 31st March, 1987.

Agent Bank
Samuel Montagu & Co. Limited

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Another argument for a single legal profession—that one lawyer is cheaper than two—was dismissed by Mr Alexander on the grounds that barristers have lower overheads than solicitors and are therefore competitive.

Justinian

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LONDON RECENT ISSUES

Table of recent issues in the equities market, listing stock names, prices, and changes.

Table of fixed interest stocks, including government and corporate bonds.

Table of rights offers, detailing new share issues and their terms.

Remittance date usually last day for clearing free of stamp duty. A normal dividend is based on previous estimates...

FINANCIAL TIMES SURVEY: The Financial Times proposes to publish an EXPORT SERVICES SURVEY on November 17, 1986. The following subjects will be covered: 1. Introduction, 2. Government Support, 3. The Private Sector, 4. The Language Problem, 5. Trade Fairs and Exhibitions.

FINANCIAL TIMES SURVEYS '85 PROGRAMME: For the first time, the Financial Times has documented the surveys which were published in 1985, chronologically and alphabetically, in an easy-to-refer-to booklet. To obtain a copy send a stamped-addressed envelope, size 22 cms x 11 cms, for '85 Surveys Programme, Publicity Department, Financial Times, Brackley House, 10 Cannon Street, London, EC4P 4BY.

FT CROSSWORD PUZZLE No. 6,137

Crossword puzzle grid with clues for Across and Down words.

ACROSS: 1 Pub's bill for wine (6), 2 Supporter leaps exultantly about the street (8), 3 Acted evasively, being naturally guarded (6), 4 The sort of speech that gets reported (5), 5 Hands and feet, for example (3), 6 Rush into a job for life (6), 7 Bias shown by the team (4), 8 Generally helpful, he has the odd idea to abscond (4-3-4), 9 Finished full of wrath and in jeopardy (10), 10 Beheaded, it would be even more venomous (4), 11 On taking a certain attitude for tax (6), 12 This ruler won't give an inch (3), 13 Be patronising in speech and overbearing in argument (4, 4), 14 Threaten one politician with death (6), 15 They may give me a lord's estates (6), 16 Divert expedition around summit (6).

AUTHORISED UNIT TRUSTS

Table listing authorized unit trusts, including names, managers, and performance data.

FT UNIT TRUST INFORMATION SERVICE

Table providing detailed information for various unit trusts, including descriptions, managers, and investment strategies.

Scottish Unit Managers

Table listing Scottish unit trusts and their managers, including names and contact information.

Handwritten signature or mark at the top center of the page.

INSURANCE, OVERSEAS & MONEY FUNDS

Table listing various insurance and overseas services, including company names, addresses, and contact information.

Table listing various money funds, including fund names, descriptions, and performance metrics.

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MANAGEMENT SERVICES

OFFSHORE AND OVERSEAS

Money Market Trust Funds

Money Market Bank Accounts

NOTES

TRADITIONAL OPTIONS

Table listing traditional options with columns for instrument, price, and other details.

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Main financial table with columns for various stock categories: INDUSTRIALS, LEISURE, PROPERTY, INVESTMENT TRUSTS, FINANCE, LAND, MINES, OIL AND GAS, SHIPING, SOUTH AFRICANS, TEXTILES, TOBACCO, TRUSTS, FINANCE, LAND, PLANTATIONS, OVERSEAS TRADERS, and MISCELLANEOUS. Each category contains a list of company names and their corresponding stock prices.

NOTES

Notes section containing detailed financial information, including company names, dates, and specific financial data points related to the listed companies.

REGIONAL & IRISH STOCKS

Regional & Irish Stocks section listing specific stock prices and financial details for companies from various regions and Ireland.

WORLD STOCK MARKETS

AUSTRIA

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Austrian stocks like Creditanstalt, Hypo Alpin, etc.

BELGIUM/LUXEMBOURG

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Belgian and Luxembourg stocks like S.A.B., S.A.P., etc.

DENMARK

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Danish stocks like Danfoss, Grundfos, etc.

FRANCE

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various French stocks like Air France, Bouygues, etc.

SWITZERLAND

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Swiss stocks like Nestle, Swissair, etc.

AUSTRALIA

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Australian stocks like BHP, Rio Tinto, etc.

GERMANY

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various German stocks like Volkswagen, Siemens, etc.

SOUTH AFRICA

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various South African stocks like Anglo American, De Beers, etc.

HONG KONG

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Hong Kong stocks like Bank East Asia, HSBC, etc.

ITALY

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Italian stocks like Eni, Fiat, etc.

NORWAY

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Norwegian stocks like Statoil, Aker, etc.

SWEDEN

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Swedish stocks like Volvo, Saab, etc.

SINGAPORE

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Singapore stocks like SIA, Singapore Airlines, etc.

SPAIN

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Spanish stocks like Banco de España, etc.

JAPAN

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Japanese stocks like Dai Nippon, etc.

NETHERLANDS

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Dutch stocks like Shell, Unilever, etc.

NORWAY

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Norwegian stocks like Statoil, Aker, etc.

SWEDEN

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Swedish stocks like Volvo, Saab, etc.

SINGAPORE

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Singapore stocks like SIA, Singapore Airlines, etc.

SPAIN

Table with columns: 1986 High, 1986 Low, September 26, Price, Change. Lists various Spanish stocks like Banco de España, etc.

CANADA

TORONTO

Table with columns: Sales, Stock, High, Low, Close, Change. Lists various Canadian stocks like Alcan, Inco, etc.

OVER-THE-COUNTER

Table with columns: Stock, Sales, High, Low, Last, Change. Lists various over-the-counter stocks.

CANADA

TORONTO

Table with columns: Sales, Stock, High, Low, Close, Change. Lists various Canadian stocks like Alcan, Inco, etc.

OVER-THE-COUNTER

Table with columns: Stock, Sales, High, Low, Last, Change. Lists various over-the-counter stocks.

CANADA

TORONTO

Table with columns: Sales, Stock, High, Low, Close, Change. Lists various Canadian stocks like Alcan, Inco, etc.

OVER-THE-COUNTER

Table with columns: Stock, Sales, High, Low, Last, Change. Lists various over-the-counter stocks.

MONTREAL

Table with columns: Sales, Stock, High, Low, Close, Change. Lists various Montreal stocks like Alcan, Inco, etc.

NEW YORK

Table with columns: Dow Jones, S&P 500, NYSE, etc. Shows market indices and their changes.

CANADA

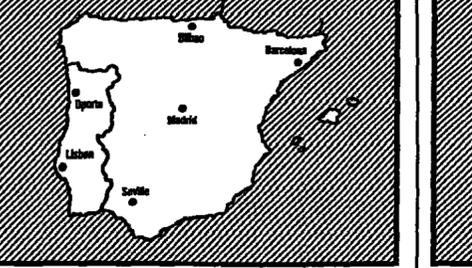
Table with columns: Toronto, Montreal, etc. Shows Canadian market indices.

Indices

Table with columns: Country, Index Name, High, Low, 1986, etc. Lists various international indices.

Special Subscription of the Financial Times. Includes text about hand delivery service and subscription details for Europe, Spain & Portugal, and Switzerland.

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CURRENCIES, MONEY & CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling looks for relief from abroad

GILTS WILL start better tomorrow, said a dealer at Scrimgeour Wickers on Wednesday night. He was right, but by the end of the day not even the support offered by a more optimistic US Treasury bond market could sustain prices, and gilts finished up to 1/4 point lower on Thursday, following even larger losses on Wednesday.

The reason was the slide in the value of sterling, amid growing fears that the pound's fall from favour would not easily be reversed. Sterling's weakness was not the result of any one factor, but suffered from a series of events which made it the obvious candidate for selling at a time of continued demand for the D-Mark.

It was no great surprise when

the West German Bundesbank decided to leave interest rates unchanged at Thursday's council meeting. The market had been clutching at straws in hoping sterling would be granted a breathing space by a cut in the 3.5 per cent West German discount rate, but while there was a chance, pressure on the pound was temporarily suspended.

A change of plan by Mr Karl Otto Poehl, president of the Bundesbank, who had originally intended to be on his way to the gathering of central bankers and finance ministers in Washington, when the Bundesbank council met, raised hopes West Germany might be about to ease credit policy. This was something of a

faint hope, however, as it always seemed most likely that Mr Poehl had delayed his departure to Washington to brief council members on the Gleneagles meeting of EEC officials the previous weekend, and to gain acceptance for West Germany's position at the Washington meetings.

There was little point in Mr Poehl arriving in Washington having already played his strongest card, in what would obviously be difficult negotiations on exchange rates and monetary policy.

The US has for some time been asking West Germany and Japan to cut interest rates and stimulate growth to help cut the US trade deficit, contrasting the US problem with the large surpluses being

run by these two countries.

On the other hand West German and Japanese officials could point to the failure of the US to reduce its budget deficit and to their own domestic problems, including above target money supply.

Figures released last week also suggested the strength of the D-Mark and year were turning the trade position against West Germany and Japan. West German visible trade remained comfortably in surplus in August, but narrowed to DM 8.5bn from FM 10.9bn in July, while exports stagnated and imports rose.

Japan's industrial production index fell 2.4 per cent in August, the sharpest decline since October 1982. During the same month

the value of exports of Japan's 13 leading trading houses fell 13.7 per cent, although this figure was confusing because it was quoted in terms of the yen. Because of the strength of the Japanese currency exports in yen fell 30.1 per cent from a year earlier, the seventh successive monthly year-on-year drop, but on a dollar basis exports in August were up 7.7 per cent from the same time last year.

This seems to be a classic example of figures being open to any interpretation, and would obviously be looked at very differently by Tokyo and Washington.

In nervous trading ahead of the Washington meetings the dollar moved back above DM 2.00, and

pressure increased on sterling.

The market was very disappointed with the August UK trade figures. Forecasts suggested a visible deficit of about £800m, which after taking account of invisible earnings would leave the current account roughly flat, but the deficit on trade was a record £1.49bn and the current account short fall was £286m.

The Bank of England supported the pound several times during the week, but each time seemed less effective than the last. Sterling fell to a record low on the exchange rate index, as fears increased that without help from abroad, in the form of lower interest rates, UK rates would have to go up.

EMU EUROPEAN CURRENCY UNIT RATES

| Country | Unit | Rate |
|-------------|---------|----------|
| Belgium | Franc | 33.333 |
| France | Franc | 100 |
| Germany | DM | 1.936 |
| Italy | Lira | 2036.268 |
| Netherlands | Guilder | 360.330 |
| Spain | Peseta | 166.667 |
| UK | Pound | 1.936 |

EXCHANGE CROSS RATES

| From | To | Rate |
|------|-----|-------|
| £ | DM | 2.36 |
| £ | FF | 163.6 |
| £ | YEN | 163.6 |
| £ | DM | 2.36 |
| £ | FF | 163.6 |
| £ | YEN | 163.6 |

EURO-CURRENCY INTEREST RATES

| Term | Rate |
|-----------|--------|
| 3 months | 10.50% |
| 6 months | 10.75% |
| 12 months | 11.00% |

PHILADELPHIA 30 DAY FUTURES OPTIONS

| Strike | Call | Put |
|--------|------|------|
| 1.30 | 0.05 | 0.05 |
| 1.35 | 0.05 | 0.05 |
| 1.40 | 0.05 | 0.05 |
| 1.45 | 0.05 | 0.05 |
| 1.50 | 0.05 | 0.05 |

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STERLING INDEX

| Time | Index |
|----------|-------|
| 8.30 am | 68.7 |
| 10.00 am | 68.7 |
| 11.00 am | 68.7 |
| 12.00 pm | 68.7 |
| 1.00 pm | 68.7 |
| 2.00 pm | 68.7 |
| 3.00 pm | 68.7 |
| 4.00 pm | 68.7 |

CURRENCY MOVEMENTS

| Country | Change |
|-------------------|--------|
| US Dollar | +0.02 |
| Canadian Dollar | +0.01 |
| Australian Dollar | +0.01 |
| Swiss Franc | +0.01 |
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